

Probe of 'gift' to Russian reformist

By Chrystie Freeland
in Moscow

Russia's chief legal officer yesterday said he had opened an investigation into a \$100,000 honorarium received by the former privatisation chief. The move threatens to sully the political reputation of the government's reform team.

The investigation will focus on the advance which Alfred Kokh, who resigned a few weeks ago as head of Russia's privatisation agency, received last year for a book on Russia's priva-

tisation process. The book, which has not yet been published, was commissioned by an obscure Swiss company.

The hefty advance for an unpublished book, which Mr Kokh disclosed earlier this year after President Boris Yeltsin signed a decree requiring all officials to reveal their incomes, provoked heated speculation in the Russian press about the motives behind the Swiss company's largesse.

Yuri Skuratov's decision to investigate the former minister's literary income comes at a time of mounting

conflict in Russian political and business circles over the privatisation process overseen by Mr Kokh.

The Russian parliament last week voted to establish a commission to investigate charges of impropriety in two big state sell-offs that took place over the summer. Influential Russian financiers who lost out on the deals have accused Mr Kokh of favouring Oneximbank, the winner of the two tenders, but government officials have dismissed their complaints as sour grapes.

Anatoly Chubais, first deputy

prime minister and architect of Russian market reforms, has strongly defended Mr Kokh, with whom he has worked closely since the beginning of Russia's market transformation.

A few days after Mr Kokh quit, President Yeltsin appeared to add some credence to the charges. "The scandal around Svyazinvest and Norilsk Nickel [the two summer privatisations] is connected in the fact that a number of banks are closer to Kokh's soul," Mr Yeltsin said in remarks broadcast on national television. "That is

not the way it is done. Everything must be honest, open and built on legal principles."

The prosecutor's decision to open an investigation into Mr Kokh's income suggests the controversy is likely to bubble on for some time.

The reform team in the cabinet was apparently expecting a fresh attack on Mr Kokh. In a story leaked this week to *Izvestia*, the Russian daily newspaper, senior officials warned Mr Kokh would be "the first victim" in a campaign by disgruntled bankers to discredit

the reformers. But Russian and western analysts said that, although the uproar might be politically motivated, it was not unjustified. "The evidence against Kokh is very heavy," said Andrei Piontkovsky, head of the Centre for Strategic Studies, a liberal Moscow think tank. "He admits that he got \$100,000 for an unwritten book from an obscure publishing house... He certainly has many ideological enemies, but he himself is responsible for his stupid actions," Mr Piontkovsky said.

Political pressure 'likely to hit ECB'

By Frederick Stüdemann
in Berlin

The Bundesbank's chief economist warned yesterday that political pressures resulting from high unemployment in Europe could make it hard for the future European Central Bank to pursue tight monetary policies after it comes into being in 1999.

Ottmar Issing, the Bundesbank chief economist, said it was a "real idea" that the ECB, which will begin operations with the launch of European monetary union, would start off with a show of strength. But the actual implementation of such policies would be difficult against the backdrop of high unemployment in most of the states likely to join Emu in the first wave.

As well as political pressure to pursue policies aimed at alleviating unemployment, the ECB would also face the challenge of winning the trust of the public, he said. In Germany, the Bundesbank had been able to achieve this over several decades, with the result that when the bank made restrictive decisions there was a large level of understanding for its actions.

Mr Issing said that in the present stage of preparation for Emu central banks would have to pursue sound policies to "deliver a stable environment" to the ECB. "If you want stability for the euro, you have to start working now," he said.

Mr Issing, who was speaking at a conference of academics and central bankers in Berlin organised by the European Summer Institute, also warned of the threats in Emu from speculation in the financial markets between spring 1998 and the launch date of January 1, 1999. Spring 1998 is the time when the decision will be taken on which countries are to participate in the first wave of monetary union.

To address this threat, Mr Issing said the conversion rates for the euro should be set at the same time as the participants were chosen. "A credible announcement of bilateral exchange rates as early as countries are selected will make speculation meaningless, and violent exchange swings now won't become the basis of the conversion rates," he said.

Emu prospects, Page 15

Norway's premier keeps election focus on threat from far right

By Tim Burt
in Sorumsand, Norway

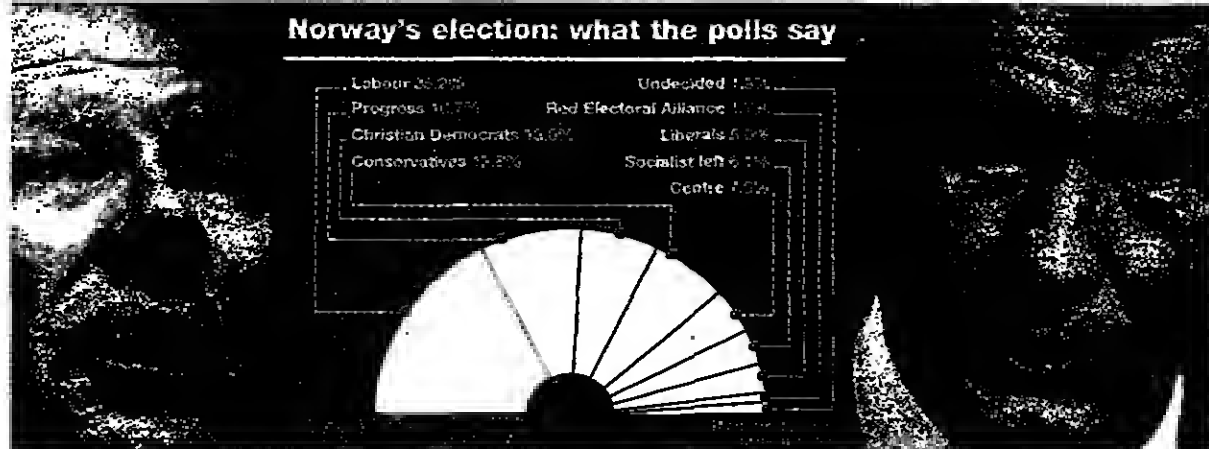
Thorhildur Jagland worked the campaign crowd in Sorumsand with practised ease, pausing outside the town's high school to shake hands with voters and listen intently to their complaints.

The Norwegian prime minister, according to his aides, had been hearing the same question up and down the country: why is one of the world's richest economies burdened with long hospital waiting queues, schools in need of repair and elderly people uncared for?

Although vowing to increase spending on health and education, Mr Jagland had a different message for Sorumsand, a quiet town on the banks of the Glomma River, east of Oslo. The Labour party leader - in one of his last speeches before Monday's parliamentary elections - focused instead on the threat posed by opposition parties to Norway's international status.

"We are a little nation in the north of Europe, but we have an important role to play on the international stage," he said, citing Norway's contribution to Nato peacekeeping and its influence as one of the world's largest oil and gas producers.

Mr Jagland believes that the seven opposition parties could put that influence at risk by pursuing policies designed solely to win votes at home. But he reserves special criticism for the far-right Progress party which



is led by Carl Hagen.

Mr Hagen has rattled the government by winning growing support for his programme of sharply increased welfare spending, tougher asylum laws and increased prison sentences. His party also advocates compulsory tuition in the Norwegian language for immigrants and easing hospital waiting lists by sending patients overseas for treatment.

Such policies have helped the Progress party emerge as the main threat to Labour, with the latest polls indicating it could win almost 17 per cent of the vote.

Mr Hagen wants to siphon NKr60bn-Nkr80bn (\$600m-\$1bn) from Norway's estimated NKr500bn government petroleum fund to pay for tax cuts, cheaper petrol duties and increased elderly care. "We are tired of Norway being run like a private company and simply stashing its wealth away for a rainy day," he said. "Making

money seems to be the objective of this government."

The government says it will not give up tight fiscal policies or reverse the decision to invest petroleum fund revenues in international equities - a strategy designed to underpin state revenues when Norway's oil starts to run out.

Among the other opposition parties, there is an ill-concealed irritation that the campaign has developed into a Labour-Progress race, especially as Mr Hagen admits that his party is unlikely to muster enough votes to form even a minority government.

Anne Enger, Labour leader of the Centre party, thinks Mr Jagland has cleverly shifted attention away from criticism of the government to fears of a Hagen-led rightwing government. She has a point.

By agreeing to a TV debate only with Mr Hagen, the prime minister has

avoided tough questioning from the other party leaders - three of whom have drawn up an informal agreement to forge a centre-right coalition to unseat the government.

If the Centre party could agree a common platform with the Christian Democrats and the Liberals, it would represent a far more credible threat to Mr Jagland than the protest voters flocking to the Progress party.

But forging such a coalition is easier said than done. The Centre party does not agree with some Christian Democrat policies emphasising family values, while the Liberals are opposed to the Centre's tax-raising plans.

The opposition, moreover, has failed to mount an effective attack on a government that has overseen falling interest rates, low inflation and a growing budget surplus. The prospect of post-election horse-trading among the

opinion poll ratings fall behind the opposition conservative Moderate party, led by Carl Bildt.

Mr Jakobsson said the government's commitment to fiscal probity was not in doubt. However, he demonstrated its unwillingness to correct structural economic problems. These include Sweden's rigid labour market, high public sector spending and its tax burden - the highest in the European Union, according to EU figures.

Victory in the election will hinge in part on the SDP's ability to recover support lost to other leftist parties, which have capitalised on disenchantment with spending cuts. Equally, the party must recover a leakage of support to centrist parties and the Moderates. Achieving this will not be easier than this week's leftwards lurch is repeated during the next 12 months.

Editorial Comment, Page 15

Swedes loosen purse-strings

The SDP is catching election fever, reports Greg McIvor

Delegates at this week's Swedish Social Democratic party congress have had a spring in their step. With the next general election only one year away, the party has pressed the spending button for the first time since winning power in 1994.

Scotching a finance ministry proposal to lower income tax, the prime minister, Goran Persson, launched a clutch of new spending measures centred on a SKr8bn (\$1.02bn) cash injection for welfare and schooling. Child

benefits, student grants and travel allowances were increased, while sickness benefit rules were eased. Delegates also voted to give full employment precedence over the government's goal of an annual 2 per cent budget surplus.

Conscious that the election clock is ticking, ministers have been determined to boost party morale after the bruising welfare cuts and rising unemployment of recent years.

"The feeling in the party is that they have taken too many steps in the direction of the market, and it is time to take a step back," said Ulf Jakobsson, director of the Research Institute of Industrial Economics in Stockholm.

Financial markets had discounted some expenditure increases, by the congress, but the krona has weakened against the D-mark and bond yields have risen by several basis points.

Robert Prior-Wandeforde,



Persson: boosting morale

Scandinavia strategist at HSBC James Capel in London, expressed surprise that market reaction had not been stronger. "There had been hopes that the SDP might have changed its spots, but these recent events may indicate this is not the case," he said.

Traditionally unchallenged as Sweden's largest party, the SDP has seen its

Pollution deals 'short on data'

By Hilary Barnes
in Copenhagen

If voluntary environmental agreements between industry and governments are to be more widely used in Europe, their credibility and accountability must be improved, according to a two-volume report by the European Environment Agency.

The agency estimated that there were over 300 environmental agreements in force in the European Union's 15 member states. The Netherlands leads with about 100 agreements in place, followed by Germany. The UK has only nine agreements, while Greece has none.

The report found that the absence of reporting and monitoring requirements in most agreements was a serious obstacle to assessing their impact on the environment.

The report included case studies of six agreements: a French project to increase recycling of cars and car parts, Swedish and Danish agreements for recycling packaging, a German agreement on measures to prevent global warming, a Dutch scheme to reduce chemicals pollution, and a Portuguese agreement on pollution in the pulp and paper industry.

But the absence of baseline data meant that only the Dutch agreement on chemical wastes could be assessed as "might have been effective".

On the German agreement for reducing greenhouse gases by 20 per cent between 1990 and 2005, the report said: "It runs the risk of achieving little more than an increase in the dissemination of information by industry associations... while achieving little more than business as usual."

NEWS DIGEST

Talks to restart on German tax

German government and opposition parties are expected to open a second round of formal parliamentary negotiations on tax reform next Thursday amid signs that a deal might be reached on a limited package of changes. Henning Voscherau, one of the opposition Social Democratic party's negotiators, indicated yesterday that agreement was possible on cutting non-wage labour costs.

The restarting of parliamentary conciliation procedures follows a failed first attempt in the summer.

Earlier this week, Wolfgang Schäuble, parliamentary leader of the governing Christian Democratic and Christian Social Union group, proposed a small reform package including cuts from 1998 in tax rates financed through the closing of loopholes. That marked a considerable retreat from earlier plans to secure net tax cuts worth DM30bn (\$18.57bn) a year from 1999, which were blocked by the SPD in the Bundestag, the second parliamentary chamber.

Ralph Atkins, Bonn

■ INGUSHETIA

Security chief abducted

A group of armed men abducted the head of the Federal Security Service (FSB) and his deputy in Russia's north Caucasus region of Ingushetia yesterday, a local government spokeswoman said. "Both men were abducted by a group of armed masked men when they left the house where they lived in the morning," said the spokeswoman in Nazran, the capital of Ingushetia.

A spokesman for the FSB, Russia's domestic intelligence agency, confirmed the information, but declined to give details. "It is a well-planned provocation aimed at raising tensions and at breaking agreements on stabilising the situation in the region," Interfax news agency quoted an FSB spokesman as saying. An initial search-and-rescue operation failed to locate either the local FSB head, Yuri Gribov, and his deputy, Sergei Lebedinsky.

Nazran is only miles away from the border with Chechnya, the rebel region which is seeking independence from Russia and Chechens have been known to operate outside their territory. Reuters, Moscow

■ SLOVENIAN ECONOMY

Growth put at 3.5%

Slovenia's 1997 economic growth may fall below the 4 per cent forecast at the beginning of the year, the government Institute of Macroeconomic Analysis and Development said yesterday. "Current indicators show that the gross domestic product rise might only be about 3.5 per cent," Igor Strmšnik, deputy director of the institute, said.

He said it would still be possible to reach the growth target if economic activity, especially industrial output, improved by the end of the year. He noted it was unlikely GDP growth would come in under the 1996 level of 3.1 per cent. Slovenia's industrial output in the first seven months of the year rose by just 0.8 per cent, while the government based its 4 per cent GDP growth prognosis on an industrial output rise of 2.5 per cent for the whole of 1997. Mr Strmšnik said that current indicators showed the 1997 retail price inflation rate would probably reach the forecast 8.8 per cent and thus remain unchanged from last year.

Reuters, Ljubljana

■ MAIZE IMPORTS

Brussels threatened with suit

The Austrian government has said it might file a suit at the European Court of Justice after the European Commission yesterday told Austria, Italy and Luxembourg to lift their import bans on genetically altered maize. Austria continues to see genetically altered maize as a potential health hazard.

The Novartis product was approved by the Commission in January. The Commission said that Austria had not provided any new scientific evidence that would justify a ban, but it said it would make further studies to see whether the maize, which is made more resistant to insecticides, would enhance resistance against parasites. Barbara Prammer, minister for consumer protection, said Austria remained opposed to importing the product, and would either sue directly or refuse to lift the ban and wait for Brussels to file charges. Eric Freg, Vienna

■ BERLIN WALL

Krenz freed pending appeal

Egon Krenz, communist East Germany's last head of state, was released from prison yesterday pending his appeal against a six-and-a-half year sentence for manslaughter in connection with the killings of people at the Berlin Wall.

Although he has been set free, Mr Krenz, who was sentenced last month with two other members of East Germany's Politburo, will not be allowed to travel freely within Germany or abroad. He can, however, visit his holiday home on the Baltic Coast. At his trial, which was the culmination of a series of legal initiatives to establish responsibility for the killing of people who tried to flee East Germany, Mr Krenz accused the court of carrying out "victor's justice". He said if his appeal in Germany failed he would take his case in the European Court of Justice.

Frederick Stüdemann, Berlin

■ SCIENTOLOGY

Court upholds sacking

A German court yesterday rejected a complaint brought by a psychologist who was sacked by a Berlin counselling service because of her links to the US-based Church of Scientology. The Berlin Industrial Tribunal said the woman's beliefs presented "the danger of partisan influence with the ideas of Scientology" on her patients, who it said were often in an impressionable state.

The sacking followed an incident in November 1995, when the woman used the counselling service premises to print out and distribute invitations to a Scientology workshop. She denied any involvement with Scientology or dianetics, its code of mental health, at the time, but later conceded that she also worked at a dianetics centre.

Germany does not recognise the Los Angeles-based Scientology church as a religion and in June provoked criticism by placing it under nationwide surveillance by anti-extremism watchdogs.

Reuters, Berlin

■ MONETARY UNION

Italy backed for first wave

Jose Maria Aznar, Spanish prime minister, yesterday endorsed Italy's bid to make the first round of European monetary union at the end of a two-day summit in Bologna with his Italian counterpart, Romano Prodi. "Italy must be in the first round of monetary union... and the [European Union's] Maastricht Treaty criteria and timeframes must be respected," the Spanish leader said.

The warmth of the summit was in sharp contrast to a frosty meeting last year in Valencia. A year ago, financial markets had a dim view of Italy's chance of meeting the criteria for the single European currency, and Mr Aznar distanced himself from Italy's bid for membership. Since then, Italy has made substantial progress on single currency qualification targets such as controlling inflation, public spending and debt. The euro is to make its debut in 1998.

AP, Bologna

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Cabinet ponders Czech budget

By Robert Anderson in Prague

The increasingly fractious Czech cabinet is meeting in almost constant session to try to put together a balanced budget for next year as flooding and falling tax receipts push this year's budget deep into the red.

Vaclav Klaus, the prime minister, said the cabinet had agreed to balance the budget and the draft would be completed next week and submitted to parliament by the end of the month.

However, the three government coalition parties, which rely on an independent MP for their majority and have their eyes increasingly on the next election, are finding it hard to agree on what will inevitably be painful measures.

Mr Havel is so worried that cuts may damage Czech preparations for Nato membership that he called the defence minister in earlier this week.

The central bank says that it wants the government to run a budget surplus equal to 2 or 3 per cent of gross domestic product. Otherwise, it says, it will not be able to lower interest rates from 14.5 per cent and ease the pressure on industry.

But even balancing the budget will be difficult. In the past the Czech government has taken pride in running balanced budgets, but after a deficit of K21.6bn (\$46m), or 0.4 per cent of GDP, analysts estimate it could reach 1 per cent this year.

Since the currency crisis in May and two austerity packages aimed at cutting the trade deficit, growth expectations have been cut from between 1 and 2 per cent and tax returns from industry have plummeted.

Matters were worsened by the flooding in July. The finance ministry estimates it will cost the budget K21.5bn-K21.6bn next year, including K2.5bn in lost revenue.

Now west leans on Croats to join poll

After successfully averting a Serb boycott of this week-end's Bosnian municipal elections, western mediators yesterday put pressure on Franjo Tudjman, the Croatian president, to make sure the main Croat party takes part as well.

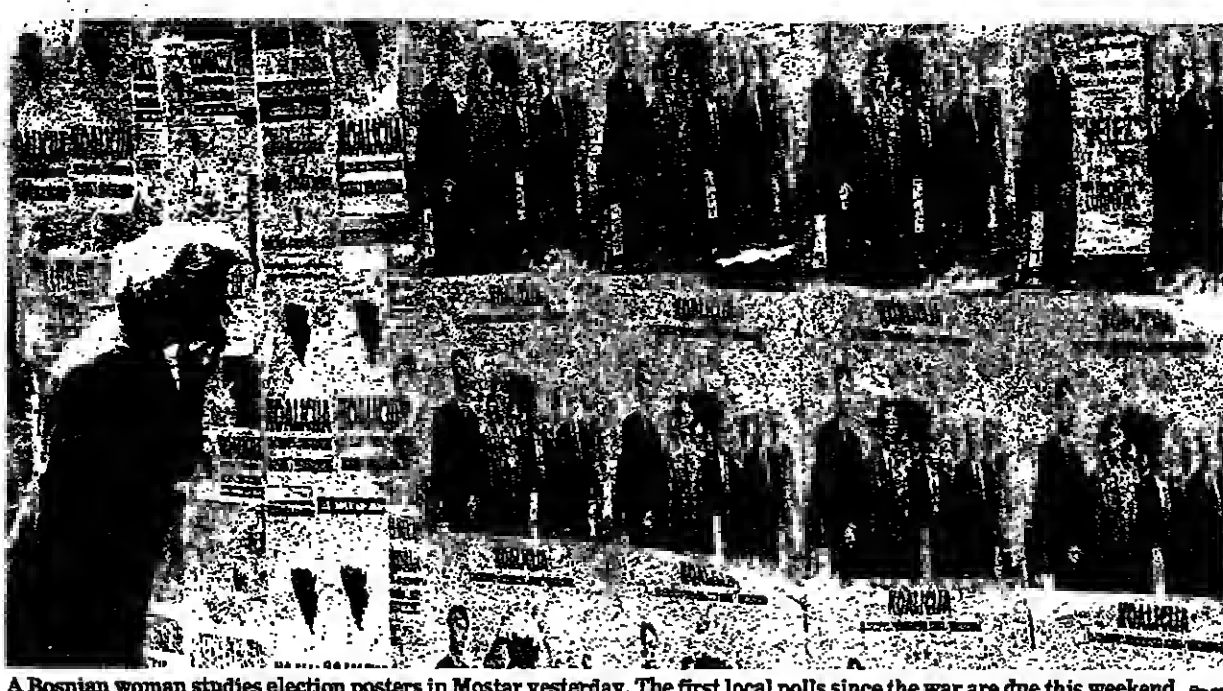
"We are hopeful that some solution will be found," Carlos Westendorp, the international community's High Representative to Bosnia, said after he and his deputy, General Jacques Klein of the US, met Mr Tudjman in Zagreb.

Diplomats said the Bosnian Croats risked losing international aid, and Croatia would jeopardise its hopes of full European integration, if the Bosnian wing of Mr Tudjman's Croatian Democratic Union (HDZ) pulled out of the voting tomorrow and Sunday.

Serb, Croat and Moslem nationalist parties see the vote as a battle for control of towns fought over during the 1992-95 war.

Bosnia's 2.5m registered voters, many of them refugees, can vote for candidates in their towns of origin. The HDZ fears losing control of mainly Serb-populated areas seized in 1995, while Moslems could win back towns captured by Serb and Croat forces.

A decision by the Serb Democratic Party on Wednesday not to boycott the elections followed talks in Belgrade between Mr Westendorp and Slobodan Milosevic, the Yugoslav president,



A Bosnian woman studies election posters in Mostar yesterday. The first local polls since the war are due this weekend.

who wields considerable authority over the Bosnian Serbs. Nearly 3,000 Serb voters were added to registration lists after the talks.

Bosnia's first local elections for seven years, costing \$14m and monitored by 2,500 observers, are seen as a crucial step towards trying to reintegrate the three hostile communities into one state.

But diplomats and commentators in Belgrade say the elections may have serious repercussions beyond Bosnia's borders. The vote in Bosnia, followed by elections in Serbia and Montenegro, will result in a new political alignment that could undermine the power of Mr Milosevic, the region's strongman.

Indecision over Nato's future role in Bosnia after the scheduled withdrawal of all 30,000 troops by next July, and differences among western governments over the merits of continued sanctions on rump Yugoslavia (Serbia and Montenegro), add to fears of instability.

"These elections will not decide anything," commented Stefan Niksic, an analyst for NIN, an independent magazine in Belgrade. "Political divisions will deepen. The future of Yugoslavia and this region will remain unsettled."

A new, moderate political alliance opposed to Mr Milosevic unites Biljana Plavsic, the western-backed Bosnian Serb president; Montenegro's reformist prime minister, Milo Djukanovic; and Zoran Djindjic, the mayor of Belgrade, whose Democratic party is leading a campaign to boycott Serbia's parliamentary and presidential elections on September 21.

"Slobodan Milosevic is accepted by the west, despite all its rhetoric and accusations, as the man it can do business with," Mr Niksic said, adding that this role as regional power broker may be drawing to an end, and

with it his grudging popularity among Serbs who, ever suspicious of the west, still see Mr Milosevic as the strongest defender of their interests.

Mr Djindjic and Mr Djukanovic both say they see a new chapter in Balkan politics. "Our political system is in the last phase of destroying itself," said Mr Djindjic, a former co-leader of the opposition coalition Zajedno, which was torn apart by personal rivalries after three months of anti-Milosevic street protests last winter.

Mr Djindjic said he was in contact with Mrs Plavsic and Mr Djukanovic almost daily.

Thanks to Zajedno's collapse, the Socialist's domination of state media and a new electoral law, Mr Milosevic's leftwing coalition is expected to retain the Serbian presidency and a small majority in Serbia's parliament.

However, despite these victories, Mr Milosevic will see his authority weakened by Mrs Plavsic's bid to remove hardliners in the Bosnian Serb statelet, and by Mr Djukanovic's expected victory in Montenegro's presidential election on October 5.

Barred constitutionally from seeking a third term as president of Serbia, Mr Milosevic engineered his appointment in July as president of Yugoslavia. But without Montenegro's full cooperation, Mr Milosevic faces a bumpy ride in his new office.

Relations with Mr Djukanovic's government have deteriorated further. Belgrade accuses him of plotting secession. The 35-year-old reformist says he is fighting for equal rights for his tiny republic of 650,000 people and sees full independence only as a last resort.

Serbia has imposed border controls on Montenegro, and Belgrade commentators say it is possible Mr Milosevic will attempt to declare a state of emergency there. He may also undermine Mrs Plavsic in Bosnia through the continued use of his special undercover police forces. Carl Bildt, Page 14

Guy Dinmore

Tariff test for central Europe

By Jack Grimston in Ljubljana

The five-year-old Central European Free Trade Agreement is facing growing questions about its future as leaders gather today for a two-day summit in the Slovenian resort of Portoroz.

High on the agenda for the prime ministers of the Czech Republic, Hungary, Poland, Romania, Slovakia and Slovenia are a number of trade disputes which will test the organisation's maturity as a forum for solving regional problems.

The European Commission has recommended that the European Union start full membership talks next year with the Czech Republic, Hungary, Poland and Slovenia. Other Cfta members will probably have to wait longer.

In June Poland raised duties on steel imports to 9 per cent, causing resentment among other Cfta members. Slovenia is also under fire for holding up talks on liberalising agricultural trade.

"Solving these questions will help prepare Cfta countries for the EU by showing they can compromise over delicate questions and put aside emotional considerations," said Sandor Richter of the Vienna Institute for Comparative Economic Studies.

The lowering of trade barriers has contributed to a surge in regional trade. The Vienna institute estimates that total exports within Cfta (excluding Romania) reached \$11.5bn in 1996. Between some countries, bilateral trade has risen by more than 50 per cent since 1994.

Cfta's aim is to establish free trade by 2001. So far, liberalisation in industrial goods is almost completed. But talks on lowering barriers to farm goods are much slower, with countries keen to protect their fragile agricultural sectors.

Swiss property rules relaxed for foreigners

By William Hall in Zurich

Switzerland has relaxed its strict rules on foreign ownership of property for the first time in more than 30 years in a bid to boost foreign investment and help end the long recession in the property market.

The government has amended its so-called Lex Friedrich so that foreign investors can invest freely in commercial property and buy Swiss companies which

have substantial real estate holdings.

They can also invest in business-related real estate which can be rented to a third party. In the past, foreign investors have been effectively forbidden to buy commercial property in Switzerland unless it was directly related to the performance of their own business.

Under the new rules, which take effect on October 1, it will also be easier for foreigners working in Switzerland to buy their own homes. However, the relaxation of the rules does not extend to foreign purchases of Swiss holiday homes.

The government tried to relax the foreign property ownership laws in 1995, but it was defeated in a popular referendum because of fears that foreigners would buy large parts of the Swiss Alps.

Since then, prices of Swiss commercial real estate have fallen sharply and the recession in the related construction industry has prolonged Switzerland's longest post-war recession. The partial relaxation of the restrictions on foreign property ownership, combined with the recent weakness of the Swiss franc, should help end Switzerland's property recession by fuelling foreign investment demand for surplus commercial property.

The justice ministry said that the partial relaxation of the Lex Friedrich - named after Rudolf Friedrich, the

Swiss justice minister who oversaw introduction of tougher rules on foreign investment in 1985 - would make Switzerland more attractive as a business location.

However, Simon Marshall-Lockyer of NatWest Securities in Zurich said the changes also "paved the way for a strong increase in hostile takeovers by foreign companies". In the past, the existence of the Lex Friedrich was a powerful defensive

weapon for any Swiss company which did not want to accept a hostile bid, since it curbed foreign acquisitions of companies, such as Sulzer and Oerlikon-Bührle, with substantial real estate holdings.

Although there have been foreign takeovers in Switzerland, ranging from Philip Morris's acquisition of Jacobs Suchard in 1990 to BBA's purchase of Holvis in 1995, most have been friendly acquisitions.

NEWS: WORLD TRADE

Eizenstat urges EU to clear BA-AA alliance

By Emma Tucker in Brussels

Stuart Eizenstat, the US under-secretary of state, said yesterday he hoped the proposed alliance between British Airways and American Airlines would be approved by the European Union's competition authorities.

At a meeting in Brussels Mr Eizenstat told Karel Van Miert, the EU competition commissioner, that it would be wrong to impose such heavy conditions on the alliance that it ceased to be worthwhile.

He was also concerned that heavyhandedness by

the EU could scupper US chances of securing an "open skies" agreement with the UK.

"We expressed hope that the merger would be approved and that conditions would not be imposed that made the merger impossible, or that acted in ways that made it more difficult, if not impossible, to achieve an open skies agreement with Britain," said Mr Eizenstat.

His comments will increase pressure on Mr Van Miert to take a more flexible attitude towards the alliance - which he argues would be an overwhelmingly

dominant position on UK-US routes.

His officials issued a draft opinion over the summer demanding that BA and AA give up 363 weekly take-off and landing slots at London's Heathrow airport as one of several conditions for clearance. BA currently has 360 weekly flights from Heathrow to the US and American 182.

BA argues that giving up so many slots would leave the alliance with less power than either partner had previously. It also accused the Commission of basing its

demands on sloppy research and a discriminatory attitude towards the UK carrier.

Mr Eizenstat said he had raised US "policy concerns" about some of the initial conditions set down by the EU which could be anti-competitive.

"It is important to have a better understanding of each other's views," he told the EU Committee of the American Chamber of Commerce.

Mr Eizenstat's comments indicate that the US administration is in favour of the BA-AA alliance. However, the US Department of Transportation has not yet completed its inquiry into the deal, and is under pressure from other US airlines to ensure BA and American surrender hundreds of Heathrow slots. The deal also has to be approved by the UK government.

The planned alliance, announced in June last year, provides for extensive co-operation on flight schedules and the setting of fares. It has been strongly criticised by all the other large US airlines and by several European carriers on the grounds that BA and American would control over 60 per cent of UK-US flights.



Eizenstat fears for open skies deal with UK

Firm US line on Bangladesh warns on textile jobs

By Emma Tucker in Brussels

The US will insist that the European Union comply with demands from the World Trade Organisation that it dismantle part of its banana import regime, rather than accepting compensation, Stuart Eizenstat, the US under-secretary of state, said yesterday.

"We cannot accept compensation. We have to have a change in the regime," he said in Brussels, after meeting Sir Leon Brittan, the EU's trade commissioner.

The Commission has only just started to discuss its response to a ruling by the WTO appeals body, which backed US-led complaints that the EU's \$2bn-a-year banana import regime broke world trade rules.

The Geneva-based body said parts of the regime, by which former colonies and nations with historical links to the 15-member states of the EU are given preferential treatment on their exports, were unlawful.

Mr Eizenstat said he was confident the US and EU could negotiate an agree-

ment consistent with world trade rules, which also recognised the need of Caribbean countries to have access to the EU market.

However, he stressed the need for the EU to respect the WTO's dispute resolution procedure.

The EU has until October 25 to formulate its response to the WTO ruling, a process likely to create strains between the member states, which have to agree on any action to dismantle the banana regime. Six member states - including the UK, France and Spain - are against changing the rules, enough to form a blocking minority.

Mr Eizenstat also expressed worries about new EU meat-safety rules, designed to halt the spread of "mad cow" disease, which could block billions of dollars of US exports to Europe.

He said the ban had no scientific foundation and there was a danger that the action would open the door to all sorts of trade protection measures on both sides of the Atlantic.

During his speech to the American Chamber of Commerce in Brussels, Mr Eizenstat stressed the need for the EU and the US to co-operate more closely on trade matters to avoid the sort of spat which have recently soured transatlantic relations.

The Bangladesh government yesterday claimed that up to 10m textile jobs were at risk following this week's withdrawal of almost 7,000 fraudulent export licences to the European Union.

The Bangladesh High Commission in London warned the loss of the licences would lead to a "drastic" reduction in the country's export earnings. It said the job losses were likely to fall largely among poorly paid women working in factories which would close.

The licences, issued under the Generalised System of Preferences (GSP), allow customs exemptions for T-shirts and sweaters made with local raw materials in less developed countries.

It is estimated that 60 per cent of Bangladesh's exports of garments and in Europe, with the UK as the single largest destination.

Clothing exports from Bangladesh to the UK were valued at \$340m last year.

The Bangladesh government is now bracing itself for a wave of litigation from European importers, who are technically liable for a backlog of unpaid import duties worth up to \$28m.

However, Asian business leaders in the UK say many importers either knew of, or chose to ignore, the fraudulent nature of the licences.

Peter Patel, a consultant to south Asian importers in Britain, said: "This has been going on for four or five years now, particularly in cotton T-shirts. It was only a matter of time before the EU

caught up with them.

"Many importers here used the system to get cheaper goods, and are equally guilty of trying to manipulate the system. I have had requests from people trying to get goods from India to Bangladesh, to avoid taxes and quotas by producing false documents."

Many UK importing companies are expected to close because they are unable to pay the back duties.

Brussels wants the Bangladesh government to examine another 8,000 licences, which could cost European importers another \$65m in unpaid taxes.

report stressed risky markets still existed where the private sector (investors, bankers and insurers) was reluctant to invest or operate without government or multilateral guarantees or insurance.

It is in precisely such areas - for example, Russia or the Ukraine - that Opic's role is considered valuable. US foreign policy is committed to assisting states of the former Soviet Union in their transition to free market economies. However, the GAO report says investment in potentially unstable economies will always be considered more risky than portfolios of private sector

insurers will tolerate.

The report also highlighted the problems associated with the phasing out of Opic. It showed that other agencies would have problems managing the existing portfolio, and transferring Opic's \$5.5bn in insurance contracts which had 18-20 years remaining from September 30, 1998. Additionally, the study showed that an immediate disposal of Opic's assets could be accomplished only at a higher discounted price.

A further concern of the GAO was that the elimination of Opic could lead to a loss in business for US exporters.

NEWS DIGEST

China ponders high-tech lure

China yesterday said it might grant preferential import policies to high-technology businesses, partially reversing an unpopular tariff on imports of capital goods. Current tariffs and value-added taxes on imports of capital goods can account for up to 40 per cent of the value of such equipment, thus discouraging investment in China's high-tech sector. China scrapped duty-free treatment for imports of capital equipment by foreign-funded ventures from April 1996 but granted extensions to projects launched before that date after an outcry from overseas investors. The grace period for foreign-funded projects valued at less than \$30m lapses at the end of this year and projects worth more than \$30m will receive the special treatment until the end of 1998. Reuters, Beijing

US TRADE POLICY

Fast-track attack on Clinton

US President Bill Clinton's trade policies yesterday came under fire from both Republicans and Democrats, a day after he formally requested new "fast-track" trade negotiating authority.

At a subcommittee hearing on the impact of the North American Free Trade Agreement, Congressman David Dreier, a California Republican, complained that the president had failed to spread the message of free trade.

Congressman Sander Levin, a Michigan Democrat, said the administration had also failed to address the issue of wage stagnation in its request for new authority. New trade deals should "establish certain minimum conditions for free labour markets to ensure that increased productivity is reflected in growing wages and an expanding middle class that purchases our goods and strengthens democracy and global peace," he said.

The White House is searching for a compromise which would allow labour and environmental issues to be included in trade talks. However, Mr Levin warned: "There is no language that can finesse the issue."

Jeffrey Schott of the Institute for International Economics said US attempts to bring labour and environmental issues into trade talks had little support internationally. Nancy Dume, Washington

What happened to fast-track, Page 14

BANGLADESH GAS

Unocal to develop new field

The government of Bangladesh yesterday signed a preliminary agreement with Unocal of the US to develop the Shahbazpur gas field in the south of the country. It is the first in a series of agreements expected to be signed with international oil and gas companies over coming months. A government statement said the agreement was the first step towards the establishment of an integrated system of pipelines and power plants under which Unocal would invest nearly \$700m over the next two years.

Two further agreements with Unocal are expected shortly, covering the laying of pipelines and the construction of three gas-fired power plants in the southern cities of Bhola, Barisal, and Khulna with the total capacity of nearly 400MW. Twenty-one oil and gas companies have submitted proposals for developing gas fields in the western and central parts of the country. Bangladesh's demand for gas will be expected to double over the next 10 years and neighbouring India provides for a lucrative export market. Karsa Naji, Dhaka

Albright asks Israel to halt settlements

By Judy Dempsey
in Ramallah

Madeleine Albright, US secretary of state, yesterday called on Israel to defer expanding or building new settlements, her first public demand to the Israeli government in her bid to salvage the peace process.

Speaking to Israeli high school students last night in Jerusalem, Mrs Albright said: "We believe that a time-out from these kind of unilateral actions will create a climate in which an accelerated approach can succeed in achieving a final Israeli-Palestinian peace agreement."

Her remarks are certain to provoke anger among right-wing and nationalist groups in Israel as much as reassure Palestinians that the US is trying to be even-handed in its aim to revive the peace process.

But after meeting Yasser Arafat, president of the Palestinian Authority, Mrs Albright admitted there was "a long way to go" before

the peace process could be put back on track.

"So far, we have managed to get agreement on the fact that terrorists are terrible," she said in a sombre voice during a news conference with Mr Arafat in the West Bank town of Ramallah.

"But we have not, I think, been able to see what the best methods are on how to get the peace process back on track. I think I have a great deal more work to do."

Her remarks, cautious and often hesitant, revealed the extent of Washington's concern over its ability to bring Israel and the Palestinians back to the negotiating table.

Negotiations were suspended last March when Israel started work on a new Jewish settlement at Har Homa in Arab east Jerusalem. The gulf between the two sides widened following two recent suicide bombings which left 25 people dead.

Mrs Albright again criticised Israel's unilateral actions, saying they did little to create the right environ-



Madeleine Albright with Yasser Arafat yesterday: she urged Israel to take a 'time-out' on settlement-building

ment for resuming political negotiations. These actions, claim the Palestinians, have destroyed the confidence and trust the Oslo peace accords were designed to nurture.

"Israel should refrain from unilateral acts including what Palestinians perceive as the provocative expansion of settlements, land confiscation, home demolitions, and confiscation of IDs," she said.

She also sharply criticised Israel for withholding monthly financial transfers of \$40m owed to the PA in retaliation for the suicide bombings, as well as for security reasons. "It is beyond my understanding where withholding money is a security issue. On the contrary, I think it makes it more difficult to have the kind of political environment that is necessary for

this partnership to go forward," she said.

But the thrust of her remarks was on the Palestinian Authority's need to crack down on terrorism. "It must be comprehensive, relentless and sustained. It cannot be pursued only when it is convenient to do so."

Mr Arafat said it was time for peace and an end to violence. During his talks with

Mrs Albright, he gave her a breakdown on actions the Palestinians had taken against alleged terrorists.

But the secretary of state's almost total concentration on terrorism disappointed Palestinian leaders, who said Israel's unilateral policies were fuelling terrorism, which they claim came from outside Palestinian-ruled areas.

US resists land mines compromise

By Tim Burt in Oslo

The diplomat stretched his hands across the desk and said quietly: "The mines our government wants to keep are about this big; unlike old weapons, these self destruct after a few hours - we will not compromise on their use."

As he spoke, a young man coaxed his wheelchair towards a nearby table and asked a colleague to lift him on to the sofa. His left leg was missing below the knee.

There are large numbers of disabled men and women attending the conference in Oslo, where delegates from more than 100 countries are seeking a global ban on anti-personnel land mines. In addition to the amputees, there are the blind and those horribly scarred by mines left in fields or near their villages.

Most of these victims, almost exclusively from developing countries, have been brought to Oslo by non-governmental organisations to remind diplomats of the need to outlaw weapons which kill or maim 26,000 people a year.

However, hopes that delegates could agree a comprehensive ban by the end of next week have been dealt a blow by demands from a number of countries, most notably the US, for exemptions covering certain parts of the world and specific anti-tank weapons.

The International Committee of the Red Cross - which won support from Diana, Princess of Wales, for its anti-mine crusade - believes that the 40 proposed amendments to the draft treaty could render it impotent and encourage some countries to deploy yet more land mines.

"We have gone to great lengths in the last few years to bring African and Latin American countries on board," said Peter Herby, legal adviser to the Red Cross. "They will be greatly discouraged if there are exemptions to this treaty."

The Canadian government, which has sponsored the so-called Ottawa Process, is even more forthright. "We want a completely unambiguous treaty, there can be no exemptions for any coun-

try," according to Lloyd Axworthy, the Canadian foreign minister.

Such statements have dismayed the US government, which has proposed some of the most contentious amendments after joining the long-running Ottawa process last month.

US diplomats warned this week that Washington would not be able to sign the treaty unless its amendments were accepted, adding that failure in Oslo would make it much harder to persuade other large military powers - such as Russia and China - to join the process.

At issue is whether the US can continue to deploy anti-personnel land mines on the demarcation line between North and South Korea. The US argues that its 37,000 troops would be vulnerable without them, at least until alternative defensive weapons could be developed.

"We have no doubt that without the use of land mines we would incur many more casualties and it would be difficult to prevent Seoul becoming a battlefield," said one senior US diplomat.

The country has also argued that its latest range of anti-tank weapons, which include anti-personnel devices, should be exempted. It has told the conference that these weapons are designed solely for combat use - not to make large areas of land uninhabitable for years to come.

In a bid to win support for its position, the US has reiterated that it still remains committed to a global ban - on the right terms - and will destroy its 8m-9m "Adam" anti-personnel mines if it signs the treaty.

Given Washington's uncompromising position, some delegates believe it would be better for the Americans to withdraw from the Ottawa process. They maintain the treaty would be effective without US support because the world's largest military power is not a country guilty of randomly laying land mines in civilian areas.

But US delegates regard that as short-sighted nonsense, adding that without the US on board - albeit with exemptions - the treaty would be devalued.

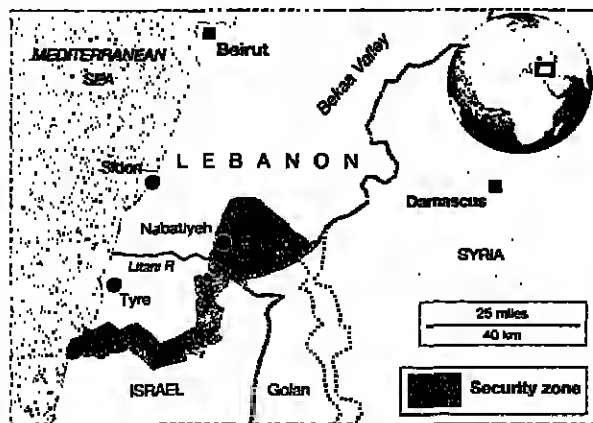
US steps in to halt further Lebanon fighting

By David Gardner in Beirut

The US has intervened to stop further escalation in the fighting in southern Lebanon between Israeli occupation forces and Lebanese Islamist guerrillas, according to Lebanese officials.

The mediation effort is a response to fears that Israel would retaliate heavily against Lebanon and its Syrian overlord after losing 12 elite commandos in a bungled raid in southern Lebanon last Friday.

It is understood that Lebanon, Israel and Syria have been in touch through the US to calm down the last active Arab-Israeli war front. The intervention comes after Israel suffered six weeks of mounting losses in its attempts to defend the "security zone" it occupies in south Lebanon against the Syrian-licensed Hizbollah.



the Shi'a Muslim fundamentalist militia recognised in Lebanon as a national resistance movement.

So far this year, 32 Israeli soldiers have died in Lebanon, while a further 73 were killed in February when their helicopters collided en route to an operation similar

to last week's botched attack. Higher Israeli casualties follow the near collapse of the mercenary South Lebanon Army that Israel uses to defend the security zone. This has compromised its intelligence and pushed Israeli troops to the front-line and deeper into Lebanon

to stop Hizbollah infiltration, bringing Israel into conflict with other Shi'a forces and the Lebanese army.

In April last year, Israel bombarded south Lebanon and south Beirut for 17 days in a fruitless attempt to force Lebanon and Syria to rein in Hizbollah, killing more than 200 civilians and damaging infrastructure recently replaced after Lebanon's 1975-90 civil war. Fears of a new large-scale incursion had risen after last Friday's disastrous Israeli raid.

So far, however, south Lebanon has gone quiet, and Benjamin Netanyahu, Israel's hardline prime minister, is under pressure from across the political spectrum to pull out of Lebanon.

Rafiq al-Hariri, Lebanon's prime minister, dismissed Israeli agonising over withdrawal as "an internal political game". He said: "I don't

think they are serious. Every time they have a disaster they talk about withdrawal."

He warned that peace and security were indivisible and that Israel would not obtain security for its people without returning all occupied Arab land. "They are trying to divide the indivisible," Mr Hariri said, in a way "which will not guarantee the security of anyone".

Although he would not confirm behind-the-scenes mediation by Mrs Albright, when asked whether he now expected heavy Israeli reprisals, Mr Hariri said: "I have reason to believe No."

The prime minister, who with Syrian backing has for the past five years been the force behind Lebanon's attempts to rebuild itself into the thriving financial and services emporium it was before the civil war, said he believed the recent fighting

was an opportunity for "everyone to come back to the table" and "continue the negotiations".

He reiterated the word "continue" to reflect Syria's demands that its negotiations with Israel on the return of the Golan Heights - captured by Israel in the 1967 six day war - should resume where they broke off shortly before Mr Netanyahu's election victory. Those talks had reached the point where Yitzhak Rabin, the former Israeli premier, had agreed to return the Golan in exchange for full peace.

Amid persistent reports of renewed Israeli-Syrian talks at a secret location in Europe - believed to be Geneva - Mr Hariri said a peace deal involving Syria, Lebanon and Israel "can be agreed in three months, but only if Israel wants it".

Kenyan opposition and ruling party agree electoral reforms

By Michela Wrong in Nairobi

The growing prospect of elections marred by a violent boycott campaign yesterday prompted legislators from Kenya's ruling Kikuyu party and the opposition to agree on the repeal or amendment of laws giving President Daniel arap Moi the upper hand in the polls.

The recommendations by the Inter-Parties Parliamentary Group, read out to diplomats, members of the International Monetary Fund, World Bank and religious leaders, were presented as a big political breakthrough by George Saitoti, the vice president.

"This is a reform package, a package owned by all political parties," he told reporters. "The government will take the report in full. The president agrees with this."

Campaigners who had been threatening to make Kenya ungovernable unless their reform demands were met before the elections were last night digesting the news. But several said it still fell short of what was required for a fair contest and predicted a programme of mass action announced this month would go ahead.

"Despite what the donors think, half a loaf is not nec-

essarily better than a whole loaf," said Richard Leakey, the former wildlife director turned reform crusader.

"The whole point was to try to get reforms in place allowing free and fair elections. If these issues haven't been addressed, the public's anger will be hard to contain."

The committee recommended changes to 12 colonial-era laws that have been the subject of hot dispute since the 1992 elections. They allow detention without trial, drastically curtail the right to free assembly, and give local chiefs sweeping powers.

It said the electoral commission, currently appointed by Mr Moi, should be expanded to include 10 members nominated by the opposition. Political parties which had not been registered, such as Mr Leakey's Safina party - kept waiting now for two years - should be given official approval within 14 days.

The committee also stipulated that opposition parties, largely ignored by state-owned radio and television, should have equal access to the media and scores of pending applications for private television and radio stations be processed within 30 days.

NEWS DIGEST

Egypt to free central bank

Egypt's central bank is to be allowed a more autonomous role in carrying out monetary policy as it moves towards its eventual independence.

Youssef Boutros Ghali, economy minister, told an investor conference in Cairo: "We need an independent central bank, and this will be instigated in the coming years." It is the first time the government has made a clear commitment to freeing Egypt's regulatory institutions, and coincides with the announcement of extensive restructuring of the stock exchange.

The central bank directors are appointed by the government and are answerable to parliament as well as the economy ministry. They currently influence the setting of the bank discount rate and control the activities of public sector banks and private and public sector companies in which the bank is a major shareholder.

The economy minister is responsible for the bank's political role. This responsibility will be transferred to the bank as it moves towards full independence over 10 to 15 years.

Mark Hubbard, Cairo

INTERNATIONAL LABOUR ORGANISATION

Chilean tipped for top job

Juan Somavia, Chile's permanent representative at the United Nations, is expected to become next director-general of the International Labour Organisation.

The 56-year-old diplomat has support from trade unions across the world, many African countries, most of Latin America, Russia and all-importantly the US administration.

His name is expected to go forward to the November meeting of the ILO governing body. If Mr Somavia secures the position he would replace Michael Hansenne in 1999.

Mr Somavia has had a distinguished international career. President of the UN Security Council in April 1996, he was an effective chairman of the main committee for the social development world summit held in Copenhagen two years ago. Along with his UN work in New York over many years, he has also been a consultant to the General Agreement on Tariffs and Trade and the UN development programme.

He is a strong supporter of workers' rights. But Mr Somavia has powerful backing from the US. His allies believe he will give the ILO a higher profile and help to extend its influence into bodies such as the World Bank and the International Monetary Fund.

Robert Taylor, Employment Editor

TAJIKISTAN POLITICS

Exiled opposition chief returns

Said Abdullo Nuri, the leader of Tajikistan's united Islamist opposition, ended nearly five years in exile yesterday and returned to the ex-Soviet republic.

Mr Nuri's return is part of a peace agreement signed in June which formally ended a civil war in which tens of thousands died and many more became refugees.

He is scheduled to head a joint 26-member government-opposition commission on national reconciliation which will monitor the agreement and prepare a new parliamentary election.

Reuters, Dushanbe

Cash warning for emerging markets

By Robert Chote,
Economics Editor

Emerging market countries should not open themselves fully to capital flows until their economies are in good shape and their financial systems stronger, according to an international report prepared for next week's meeting of Commonwealth finance ministers in Mauritius.

The report also urges industrial countries to remove unnecessary restrictions on the share of institutional investors' assets which they are permitted to hold in foreign markets.

Emerging market governments should in turn be wary of imposing restrictions on foreign ownership of companies and financial institutions.

Senior officials from 15 countries contributed to the report, which also recommends a Commonwealth "code of good practice" for national policies that attract and sustain capital flows.

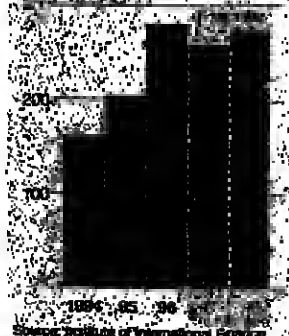
The Washington-based Institute for International Finance yesterday predicted that net private capital flows to major emerging market economies would drop to \$261bn this year from last year's \$281bn record. Part of this decline should then be reversed in 1998.

Net private flows to Asia are expected to fall from \$141.8bn in 1996 to \$107.1bn this year, with only a small rebound in 1998. Flows to Latin America should drop by less than 10 per cent, while flows to Europe, Africa and the Middle East should continue to rise.

"Although south-east Asian developments have introduced a sobering note into emerging markets finance, their lasting impact on the volume of private capital flows to these markets globally seems likely to

Emerging markets

Source: Institute for International Finance



be moderate," the institute said.

Charles Dallara, managing director of the umbrella organisation for financial institutions, welcomed the goal of eliminating capital controls. But he cautioned against reflecting this in a premature amendment to the International Monetary Fund's articles of agreement, without public debate.

Mr Dallara also urged the IMF to call attention "publicly and evenhandedly" to the need for action in countries drifting towards a financial crisis. The IMF is wary of this, fearing that it could end up triggering the crises it wants to prevent.

The Commonwealth capital flows report notes the problems which countries face when responding to surges in capital inflows.

It cautions against holding the exchange rate down by cutting interest rates, arguing that this leads in the end to higher inflation and lower competitiveness. The scope for cutting government borrowing in the short term is also limited, while "sterilisation and controls on capital flows can provide short-term breathing space, but may not be effective in the event of large and persistent capital surges".

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NEWS: THE AMERICAS

Music sales offered straight to PCs

By Nicholas Denton
in San Francisco and
Alice Rawsthorn in London

Electronic delivery of music will reach the mass market next week when America Online (AOL) enables its 3m users to purchase singles delivered directly to their personal computers.

Customers can already buy CDs from online record stores by ordering them electronically, and having them delivered by post.

AOL will distribute CD-quality audio computer files directly to consumers' computers. Several small, inde-

pendent operators already offer such a service, but AOL will do so on a far larger scale.

The AOL music site, which is called The Hub, will initially sell titles from independent record labels, but the group is also in discussions with larger music groups which have so far been more cautious about internet distribution.

The move by AOL heightens the controversy about internet music piracy ahead of hearings on the subject before the US Congress later this month.

AOL, applying software

from a Silicon Valley start-up called Liquid Audio, will guard against piracy by encrypting the audio files and enabling them to be unscrambled only with the use of a customer's unique "music passport".

Digital piracy, by which an infinite number of copies can be made without any deterioration in quality, will also be deterred by a digital "watermark" threaded through the music which will betray, even in copies of a single, the original purchaser.

Web sites such as CDNow, while delivering purchases

by mail, have for the last year taken orders and credit card payments online, and offered radio quality samples using streaming technology from Progressive Networks and other companies.

Online retailer N2K Music, which recently filed a registration statement for its initial public offering, has been using Liquid Audio technology to download singles from independent labels since July.

Capitol Records, a subsidiary of EMI Group of the UK, will later this month become the first leading record company to offer singles for

digital downloading at the same time as it hits traditional music stores.

The single, *Electric Barbarella* by Duran Duran, a three-minute song which takes about 12 minutes to download using a standard computer modem and telephone line, will be available online on September 23.

Nevertheless, AOL, which confirmed its dominance of the online access market by agreeing on Monday to take over the 24m retail customers of its main rival CompuServe, is the largest online company to offer singles for download.

"AOL's move is a signal that the new era of distribution is upon us," said Scott Burnett, vice-president of marketing for Liquid Audio. "It is not going to happen overnight. But, ultimately, music and entertainment will become available directly to the consumer in the home."

Digital downloading of music is also gathering pace in Europe, where Deutsche Telekom is establishing a pilot project in Germany and Lyonnais des Eaux is running one on a high-speed cable network in France.

Argentina and Brazil face fresh dispute

By Geoff Dyer in São Paulo and Ken Warn in Buenos Aires

Brazil is likely to withdraw an exemption it gave to its Mercosur trading partners over restrictions on import financing, in the latest of a series of disputes between Brazil and Argentina.

The move came as the Brazilian and Argentinian governments tried to play down a separate row over sugar imports and emphasised the importance of Mercosur, the South American trade grouping, for political and economic stability in the region.

Brazil introduced tough restrictions on the short-term financing of imports in April. After fierce opposition however, it awarded a temporary exemption from the restrictions to its Mercosur partners.

Argentine diplomats said they had not been informed of any new decision by Brazil and said they hoped to reach an agreement over the

import financing rules by the time the exemption expires on October 31.

The two countries were also at loggerheads recently after President Carlos Menem of Argentina said he would veto the award of a permanent seat on the United Nations Security Council to Brazil.

Brazilian officials said no final decision had been made but it was probable that the exemption would not be extended. They also stressed that this was not an act of retaliation over the sugar dispute.

The Brazilian government was angered after Argentina's Senate last week overrode Mr Menem's veto of a law imposing tariffs of 20 per cent on imports of Brazilian sugar.

In an attempt to defuse the sugar row, Guido Di Tella, Argentina's foreign minister, said the new law would not have any effect. Speaking in Brazil, he said: "The Mercosur treaty has precedence over any other legislation."

New York warned of computer upheaval

By Alan Cane in London

New York City faces significant disruption at the turn of the century as a consequence of the computer "millennium bomb" in spite of being among the best prepared of the world's leading conurbations to tackle the hazard.

This is the principal conclusion of research carried out by the consultancy Corporation 2000, which is investigating the likely social and cultural consequences of the bomb across the globe.

The implication is that other

large cities will be affected more seriously by the bomb, the result of a short cut commonly used by software specialists in the 1970s and 1980s. The technique saves expensive computer memory but renders most computer systems unable to distinguish between one century and another.

The governor of New York state, George Pataki, has declared a moratorium on all new technology initiatives which would deflect any of the state's agencies - including health, police and social services - from concentrating on

eliminating the millennium bomb.

The consultancy, with offices in New York and Southampton in southern England, argues without corrective action, New York's electricity supply will be cut by 50 per cent between January 1 and January 10, 2000.

"The consequences for New York, which is above the frost line are going to be much greater than for, say, Adelaide," said Martyn Emery, co-director of Corporation 2000. He said hospitals would be forced to limit admissions to emergency for a month, while the

New York stock exchange and the city's banks would be closed for eight days. Transport would be disrupted for a month.

The effects of the bomb are hard to predict but among likely consequences are incorrectly calculated wages, pensions and social benefits, the failure of commercial and private motor vehicles whose engines are controlled by small computers and the collapse of telecommunications systems.

The details of the study were published in the UK magazine Computer Weekly. Mr Emery said

most current research on the bomb looked only at the technological issues of finding faulty computer systems and correcting them. Corporation 2000 was employing historians and experimental psychologists to predict and analyse how people would behave when social systems failed.

The problem is universal, but computer specialists have found it difficult to persuade politicians and industry leaders to take it seriously. The worldwide cost of eliminating the bomb has been put at \$1,500bn.

NEWS DIGEST

SE Asia to win high inflows

Low interest rates in the US - and in other leading developed nations - will assure a high level of capital flows for emerging-market countries this year, according to a report issued yesterday.

The forecast, from the Institute of International Finance, a Washington-based think-tank, comes despite the disruption caused in recent weeks by the series of currency devaluations in south-east Asia.

That foreign exchange turmoil will slow the tide of capital from US and other international investors to the region for a brief period, but is unlikely to have a lasting impact, the institute said. The IIF's projections for 1997 point to a total of \$961bn in foreign direct investment and portfolio investment from the developed world. That is slightly lower than the \$981bn of 1996, but still overshadows the \$205bn registered in 1995. Continuing high levels of liquidity in international markets, stemming from low interest rates in the developed world, point to flows of some \$275bn next year, the group added.

This year's expected slight decline in capital flows is due entirely to a retrenchment in bank lending. Commercial banks, which lent \$34bn in 1996, could lend only \$44bn this year.

Richard Waters, New York
Wide-ranging reforms Page 6

CUBA

Arrest over bomb campaign

Cuba has announced the arrest of a Salvadoran "mercenary" it says was paid to plant bombs in Cuban hotels as part of a "terrorist" campaign organised and financed by a leading Cuban exile group in Miami.

The Interior Ministry said on Wednesday night that Raul Ernesto Cruz Leon, a former Salvadoran paratrooper, had confessed to planting bombs which exploded at three Havana hotels and a restaurant a week ago, killing an Italian businessman. He also allegedly confessed to bombing two Havana hotels in July.

The Cuban statement alleged that the detained man was part of a clandestine operation to attack tourist targets in Cuba organised and financed by the Cuban American National Foundation (CANF), the leading anti-Castro exile group in Miami. The CANF immediately denied any involvement.

Foreign diplomats in Havana said the Cuban announcement, which follows a spate of mysterious explosions at Cuban tourist installations since April, did not offer concrete evidence to link the Salvadoran directly with the CANF.

US RECRUITMENT

Small towns are big on talent

Relocating companies searching for graduates should look again at smaller towns, says a survey published yesterday by Moran, Stahl & Boyer, a division of Prudential Relocation. Iowa City, a city of 100,000, has the greatest concentration of people with undergraduate degrees in the US at 44 per cent. Boulder, Colorado, home to 260,000 people, tops the league for graduate degrees per capita, with postgraduates making up 16.4 per cent of the population.

These and many other towns featured in the survey, such as Champaign, Illinois, and Gainesville, Florida, are the homes of big state universities. Stamford and Danbury in Connecticut - in the New York commuter belt - ranked second and fifth for postgraduate degrees.

John Rhodes, president of MS&B, said that these factors should be considered along with compensation levels and the career opportunities relative to competitors in the area. He noted that the number of local graduates was particularly important in towns where it may be hard to attract workers from outside. Some companies will put their facility in a desirable area even though they don't have enough local talent to meet their needs, Mr Rhodes said.

Tracy Corrigan, New York

INTERNET

Fraud triples in single year

Reports of fraud on the internet have tripled in the past year, according to a report issued yesterday by the National Consumers League in the US.

The league said the most common signs of fraud were extravagant promises of profits, guarantees of credit regardless of bad credit history, incredibly low prices, and prizes that require up-front payment.

"It's like a giant yard sale in cyberspace," the league said. "Consumers purchase a variety of items that are advertised on-line, but they don't always get what they bargained for."

Among the most frequent reported subjects of fraud were: internet and on-line services, auction sales, pyramids and multilevel marketing, business opportunities and franchises, credit card offers, book sales, and magazine subscriptions.

More than 60 per cent of internet fraud victims pay by cheque, cash, or money orders, and 19 per cent by credit card. Others pay by telephone bills, bank account debits, and wire transfers.

Agencies, Washington

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NEWS: ASIA-PACIFIC

China's leadership to strengthen its grip at congress

By Tony Walker in Beijing

China's political elite convene today in a "watershed" communist party meeting which is expected to solidify support for the top leadership and clear the way for the sale of state enterprises.

People's Daily, the party newspaper, said in a front-page report on the eve of the 15th National Party Congress, the event would "usher in the future, and become a new milestone in our nation's path forward."

The gathering, attended by more than 2,000 delegates, is expected to endorse the leadership of Jiang Zemin, the 70-year-old general secretary of the party, and boost China's transition to a market economy. It will be the first important policy-making meeting of the party to be held without Deng Xiaoping's guidance since the late patriarch launched his reform drive in 1978. Mr Deng died in February.

Mr Jiang, who will deliver a lengthy policy address today outlining plans for China into the 21st century, will be

seeking strong backing for policies aimed at reducing the burden on the state of loss-making enterprises.

China plans gradually to sell-off state enterprises, but has been constrained because of continuing dispute within the communist hierarchy about the merits of a "mixed economy". Opponents argue that a diminution of state control will ultimately threaten communist rule.

The congress, the great set-piece event of the political calendar, is also expected to approve amendments to

the party constitution to include reference to Deng's reformist ideas. This would place Deng in the same Marxist pantheon as Marx, Lenin and Mao Zedong himself. It was Deng who coined the phrase "socialism with Chinese characteristics" to describe reforms which are capitalist in all but name.

The congress, held every five years, will elect a new central committee, politburo and standing committee, and central military commission, among other important party institutions.

Mr Jiang will be formally reconfirmed as general secretary of the Central Committee of the Chinese Communist party, the most powerful position in the country. But western officials say Mr Jiang will not achieve a "clean sweep" in his attempts to insert supporters into senior positions. "Politics is not that simple," said one official. "It is a matter of consensus-building and compromise. On balance, Jiang is going to look a bit more solid than before. You're going to see a realignment, but nothing headline-grabbing."

The gathering is expected to pave the way for the appointment early next year of Zhu Rongji, executive vice premier as the next premier to replace Li Peng. Mr Zhu is thought likely to move up several slots in the seven-member politburo standing committee, China's peak organisation.

The congress is also expected to bring younger officials to prominence who will be groomed to take over from Mr Jiang's generation, known as the "third generation" of Chinese leaders. The congress will last about a week.

Stir in Japan as Sato gets cabinet post

By Gwen Robinson in Tokyo

Ryutaro Hashimoto, Japan's prime minister, yesterday named a new cabinet that provoked strong criticism for including a politician convicted of taking bribes in the Lockheed pay-off scandal in the late 1970s.

Mr Hashimoto kept just three ministers in the reshuffle after being confirmed by his ruling Liberal Democratic party as its leader.

The appointment of Mr Koko Sato - immediately dubbed the "cabinet convict" for his role in the Lockheed



Sato: Lockheed affair

scandal - as head of the Industrial Management and Co-ordination Agency, and of several other controversial figures to key posts in the cabinet and the LDP executive, threw doubt on Mr Hashimoto's commitment to reform. But the prime minister insisted his new cabinet would enhance his ambitious scheme of economic and administrative reform.

Mr Sato is the first politician with a conviction to gain a cabinet post in the post-war period. In May 1986, as one of 17 political and business leaders implicated in the Lockheed scandal, he was given a two-year suspended prison sentence

for taking ¥2m (\$16,800) in bribes from All Nippon Airways while he was vice-transport minister.

Within hours of his appointment last night, he said he would "like to forget the past and work hard at the present duties".

In another contentious move, Mr Hashimoto retained Taku Yamazaki, Koichi Kato and Yoshiro Mori in the top three party posts and appointed Keizo Obuchi as foreign minister, replacing Yukihiko Ikeda.

Mr Obuchi is a long-time ally of Mr Hashimoto and head of the largest faction in the LDP. He is also a diehard nationalist who has angered Japan's neighbours, notably China, for his strident defence of Japan's second world war record.

Mr Obuchi, Mr Yamazaki and Mr Mori are also at the centre of bribery allegations by an Osaka-based oil wholesaler, Junichi Izui, who is currently on trial for tax evasion, fraud and bribery.

Among other changes, Mitsuru Horiuchi, a former labour minister, was made minister of international trade and industry and new ministers were named to science, transport, the environment, home affairs and the Economic Planning Agency.

However, the decision to maintain Hiroshi Mitsuoka in the crucial post of finance minister was widely approved in a reflection of his achievements in guiding the economy through recent turbulence in financial markets.

Mr Hashimoto said last night the new line-up shows the priority he is placing on his reform programme. But the changes - notably Mr Sato's appointment - were widely seen as an indicator of the delicate political horse-trading and inter-party rivalry leading to his re-election as party chief.



Wide-ranging reforms urged in E Asian financial systems

World Bank points to structural flaws shown up by recent turmoil

East Asian governments from Japan to Cambodia need to move quickly to strengthen their financial systems in order to bolster growth and help integrate their economies properly into the world economy, the World Bank said yesterday.

The region's banks are "more robust than the doom-sayers would have us believe". Yet recent developments including the currency crisis in south-east Asia and a further large bankruptcy, that of the drinks group Jinn, in South Korea this week have

revealed structural flaws that must be addressed, the bank said in a report on east Asian finance.

The report follows a study two years ago that forecast - prematurely - an explosion of activity in Asia's nascent bond markets, but it is more modest in scope than that report and has been revised several times to take account of the evolving Asian turmoil.

The final outcome, published in time for finance ministers to consider at this month's World Bank annual meeting in Hong Kong, is a slim volume with a stark message. Governments must

do more to promote "prudent, safe and sound" banking by opening their markets to more competition and imposing higher standards of prudential supervision, accounting and corporate governance, it says.

One of its themes, likely to be welcomed by the World Trade Organisation, as its December deadline for agreement on financial services liberalisation intensifies, is that governments must open their markets to foreign participation. "Free trade in financial services could generate considerable benefits, including improved access to foreign capital, deeper financial integration with the rest of the world, new and better domestic financial services, and stronger financial infrastructure."

Governments must also do more to broaden financial markets, particularly through introduction of debt securities which can help finance both housing and infrastructure. At present the Asian financial market is too heavily weighted towards equities. The region's markets often lack liquidity and transparency because they are dominated by trading in shares of family-controlled companies.

The tone of the bank's arguments is in line with the views of many private sector economists who have also argued that crisis-ridden countries such as Thailand would face fewer problems if they had been able to invest their ample domestic savings more efficiently, reducing need for imported capital.

Structural problems are

region-wide, the bank says, citing estimates that non-performing loans across Asia could total as much as \$600bn. Besides the well publicised problems of Thailand and Korea, several Indonesian private sector banks are facing liquidity problems, while the Philippines has had problems with industrial lending and Japan has suffered a prolonged period of financial distress.

In some countries, including Thailand, high real interest rates - partly the consequence of inefficiencies in the banking system - have encouraged good borrowers to seek cheaper funds abroad, leaving domestic lenders to focus on lesser credits. That has led to segmentation of the market with "major implications for the financial system's solvency and efficiency".

Among specific policy steps, the bank says governments should improve policies for allowing inefficient banks to wind up their business. Thailand squandered the equivalent of 10 per cent of gross domestic product providing liquidity to weak finance companies. Governments must also modernise prudential standards: though the Philippines calculates international capital ratios for its banks, they are not required by law to maintain them.

Developing a broader range of securities markets also means developing a role for institutional investors. Reform of pension and insurance systems, coupled with actions to develop mutual

funds, should expand the institutional investor base and improve the liquidity of securities markets, it says, noting Indonesia's bond market has received a push from growth of mutual funds.

Governments also need to develop a proper infrastructure for financial market development, including payment systems, securities registration and an information infrastructure, including rating agencies and accounting standards, that will increase domestic market liquidity and help attract foreign investment.

The report debunks the concerns of governments that deregulating financial markets will lay them open to financial crisis. Casual observers are quick to point out that a wave of financial crises followed reforms in the 1970s, it says, but where crises emerge after reform they often reflect weakness that existed earlier.

Countries that accelerate reform during what the bank calls good times and move more slowly during bad times can cope more easily with the cost of adjustment, it says, but Asia can no longer defer the challenge. "In a world that is increasingly integrated financially, East Asia can no longer postpone difficult choices - the penalties of maintaining a fragile, under-developed banking system are too severe."

"Are financial sector weaknesses undermining the East Asian miracle?" Stijn Claessens and Thomas Glaesener. World Bank, pp39

Peter Montagnon

NEWS DIGEST

N Korea agrees to 4-way talks

North Korea yesterday agreed to hold a second round of preliminary talks to discuss formal peace negotiations to end the 1950-53 Korean war. There had been worries that Pyongyang might postpone the talks in anger over the recent defection to the US of its ambassador to Egypt.

The discussions, which involve North and South Korea, the US and China, are scheduled for September 18-19 in New York and will focus on the agenda for the peace negotiations. North Korea has been demanding that the withdrawal of US troops from South Korea be placed on the peace treaty agenda, but this has been rejected by Washington and Seoul.

North Korea agreed to resume the talks after the US offered to hold separate negotiations with Pyongyang on bilateral issues two days before the main conference. Issues include additional food aid to the famine-stricken North, the lifting of US economic sanctions and a ban on North Korean missile exports to the Middle East.

Pyongyang is also demanding the return of the ambassador who defected two weeks ago. It claims he is a criminal because he allegedly embezzled embassy funds.

● In a goodwill gesture, South Korea yesterday sent home a North Korean soldier who drifted to the South after his boat capsized last month. *John Burton, Seoul*

NUCLEAR EXPORTS

China to tighten N-curbs

China issued details yesterday on tightening controls of exports of nuclear equipment and materials, requiring all such overseas sales to be authorised by the State Council, or cabinet. The regulations were issued "to strengthen controls on nuclear exports and to safeguard the security of the nation and public interests and to promote international co-operation in the peaceful use of nuclear energy," the Xinhua, the state news agency said.

The trade of nuclear generating equipment has emerged as one of the critical issues in US-Sino relations before President Jiang Zemin's visit to the US next month. Although President Bill Clinton is understood to be edging towards approval of nuclear exports to China, there remain strong concerns in the US Congress over unauthorised Chinese exports of nuclear technology to countries such as Pakistan and Iran. However, US officials say China has tightened controls on such sales. *Reuters, Beijing*

CONSTITUTIONAL CHANGE

Thais set date for key vote

A vote by Thailand's parliament on a new constitution designed to reduce the role of money in politics and create more effective and stable government has been scheduled for September 27. But before the vote, a two-day no-confidence debate against Chavalit Yongchaiyudh, the prime minister, starting September 24 will lead to a vote on a censure motion on September 26.

The scheduling of the vote on the new charter after the no-confidence debate is a victory for Mr Chavalit. Mr Chavalit can now use the threat of a house dissolution and a new election under the old electoral rules. Once the new charter is passed, Mr Chavalit is prohibited from dissolving parliament for 10 months while implementing legislation works its way through parliament.

The charter is seen by the Thai public and foreign investors as crucial for the country if it is to get a government capable of handling the country's myriad economic problems and satisfy stringent International Monetary Fund conditions of Thailand's \$17.2bn bailout package. *Ted Bardacke, Bangkok*

BUDGET OUTCOME

Philippine surplus higher

The Philippines registered a budget surplus of 7.5bn pesos (\$243m) for the first eight months of the year, an improvement of 11 per cent year-on-year, the department of finance said yesterday. Revenues reached 297.5bn pesos against 290bn pesos expenditure. Earlier this week, a department of finance official said the government had cut its initial surplus forecast from about 14bn to 7bn pesos for the year. The delay in legislative approval of a comprehensive tax reform, which has been in Congress for almost two years, is expected to hit government revenues. *Justin Marozzi, Manila*

India has high hopes for satellite launch

Delhi wants to boost earnings from its go-it-alone space programme, writes Mark Nicholson

Later this month the most powerful rocket India has built will blast off from Sriharikota, India's "Cape Canaveral" on the Andhra Pradesh coast, carrying the most sophisticated remote-sensing satellite so far completed by the country's scientists.

At \$20m, the launch of India's IRS-1D satellite aboard the 402-tonne Polar Satellite Launch Vehicle (PSLV) will be one-twelfth the price of China's Long March 3B rocket launch earlier this month.

But while China pocketed \$240m for launching the Philippines' first telecom satellite, India will recover just a tiny fraction of its launch cost from commercial revenues. India thus has its own "long march" to catch China and other space powers in turning its rocketry and satellite expertise into export earnings.

But the Indian Space Research Organisation (ISRO), the government space agency, is pinning hopes on a successful PSLV take-off to burnish commercial prospects for India's 34-year-old space programme - pitching India into a trajectory to compete eventually with China, Russia, the US and Europe for commercial launches of high-orbit telecommunications satellites.

The launch "showcases the total self-reliance India has achieved, from developing satellite technology to putting satellites in orbit," says N. Sampath, executive director of Antrix Corporation, ISRO's commercial arm. "It will show we've got end-to-end capability."

The launch of IRS-1D, India's fifth low-orbit remote sensing satellite, will earn only modest returns - from international sales of satellite photographic data.

India's space programme earned just \$4m last year - from data sales and sub-contracted manufacturing of satellite components. Revenues are expected to rise to \$10m this year. By 2000, however, Mr Sampath believes India's space programme could be returning \$100m or more a year - through increased data and compo-

nents sales and particularly through entry next century into the market for launching geosynchronous orbit telecom satellites.

Since 1984 India has invested \$2bn in its space programme - in the fixed costs of ground-based manufacturing, monitoring and testing facilities and in

and poor ground communications.

Remote sensing satellites were launched to provide data on crop acreage and yields - to give notice of drought or crop failures - while contributing to water management, data on forestry and mineral resources. The Isat launches were

Unlike in China, Russia or the United States, India's space effort was never considered a primarily military undertaking

development costs for a series of launch vehicles: from a 40kg payload rocket launched in 1980 to the 1,000kg payload PSLV, two of which have been launched since 1994.

Unlike in China, Russia or the US, India's space effort was never considered a primarily military undertaking. It was instead conceived as a way to overcome infrastructural shortcomings arising from India's vast land mass

deemed necessary to provide telecommunications links and, more particularly, to enable nationwide broadcasting of state TV channels.

But neither, until lately, was space considered a commercial opportunity. Antrix was formed five years ago, amid India's more general economic liberalisation and tighter government budgets, to change this. "Having spent billions in development, it was fair time we

gave something back," says Mr Sampath.

Antrix has since been chasing three separate markets.

The first is to increase sales of satellite photographic data. ISRO recently signed a global marketing arrangement with EOSAT corporation of the US to sell Indian satellite data. With at least two further remote-sensing satellite launches planned after this month's launch, and improved photographic resolution with each new satellite, ISRO believes India can capture 30 per cent of a data market estimated to be worth \$200m by early next century. This would earn ISRO \$10m a year after payment of fees and royalties.

Antrix also hopes to boost component sales to US and European satellite companies. From present contracts worth \$5m a year, ISRO believes current talks with groups including Hughes, Lockheed Martin, Matra Marconi and Aerospatiale could yield annual revenues of \$10m-\$20m a year by early

next century. "There's been a lot of interest. The market has become so competitive that many companies have come looking for us, for our cost advantage," says Mr Sampath.

Antrix's crowning ambition, however, is to enter the market for high-orbit, geosynchronous satellite launches. ISRO is developing a rocket, the GSLV, designed to cast a 2,500kg payload into a 36,000km orbit (the PSLV reaches 1,000km). A test launch is planned next year, and ISRO believes at least two more successful launches would be necessary to prove sufficient reliability for India to compete for commercial launches. "We're looking at a year 2000-plus entry into the telecom satellite market," says Mr Sampath.

But before that, this month's PSLV launch must go off without a hitch. "There's a lot at stake. The tension in the control room will be unbearable," says Mr Sampath. "It'll be much worse than watching India play cricket."

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Chancellor of exchequer faces pressure to make concession on other official products

Tax offer on Diana disc may cost \$1.5m

By David Wighton and Clay Harris

The government could face a multi-million pound bill over its pledge to donate the value added tax on the sales of Elton John's tribute to Diana, Princess of Wales, to her memorial fund.

Treasury officials yesterday admitted that Gordon Brown, the chancellor of the exchequer, may decide to make a similar gesture over other charity projects commemorating her death.

An aide described the Elton John case as a "special one-off" but he would not rule out donating VAT on other products. These could include the Christmas album being co-ordinated by Richard Branson, chairman of Virgin.

Mr Brown may face public pressure to make the concession on other official charity products, according to those working on memorial proposals. "It will be very difficult to get this rabbit back into the hat," one charity executive said.

The pledge to donate VAT on the Elton John recording is expected to cost more than £1m (\$1.5m). Treasury officials said the decision on *Candle in the Wind* had to be taken immediately because it is due to go on sale tomorrow.

Gordon Brown acted decisively so that people would know that all the proceeds would go to the Diana fund, an official said.

In 1985, the Conservative government donated £500,000 to charity representing the VAT raised on the Live Aid recording. However, no such concession was made for a record after the massacre of children at a school in Dunblane, Scotland.

Meanwhile, Mohamed Fayed, whose eldest son Dodi was also killed in the Paris crash, continued to withhold final judgment on the car's driver, Henri Paul, after a third test found evidence of drugs - an antidepressant and a drug often prescribed for alcoholics - together with alcohol at three times the French legal

limit for driving. In Paris, a lawyer for Mr Fayed's Ritz Hotel, which employed Paul for 11 years, said he "should never have got behind the wheel".

Michael Cole, the Fayed spokesman, said the Harrods owner was "shocked and appalled" and would have sacked Paul had there been any evidence of a drinking problem.

But there were still too many unanswered questions, he said.

Mr Cole said Mr Fayed had great confidence in the French judicial system but would welcome "a definite, even if interim, statement by the examining magistrates on what is true, what is false, what is believable and what is not".

In London, the Royal Parks Agency began to remove the first of an estimated 10,000 tonnes of flowers and other tokens left by mourners.

The removal, which is expected to take six weeks, began in the Mall outside St James's Palace, where the



A volunteer helps collect the thousands of flowers left outside St James's Palace in London

flowers have been covered by dust from traffic and the thousands of people who had shuffled past to sign books of condolence.

Bouquets, teddy bears, balloons and candles were moved by Guides and Scouts wearing latex gloves to

tables where they were sorted by members of the Women's Royal Voluntary Service.

Written tributes are to be saved, after being dried if necessary with help from British Library archivists. Wilted flowers are being

composted at Kensington Palace, while fresh ones will be sent to hospitals.

David Welch, Royal Parks Agency chief executive, said: "We see it our duty to remove them with the same spirit and sensitivity with which they were laid."

Opposition party to ballot on reform plans

By John Kampfner, Chief Political Correspondent

The hierarchy of the opposition Conservative party is about to ask party members to vote to endorse William Hague as their new leader and approve his sweeping plans for party reform.

Ballot papers will be sent out in the next few weeks.

A detailed manifesto for reform will be discussed at the party's autumn conference, the first gathering since the party's general election defeat on May 1.

Under the proposals, members would be given direct access to the leadership in formulating policy. An electoral college would give members a minority share of the vote in the election of party leader. Membership would be arranged on a national, rather than local, basis, with a compulsory membership fee. A disciplinary body of party managers would weed out MPs embroiled in "sleaze" scandals.

By linking the two issues of Mr Hague's leadership and his reform plans, senior figures believe he will gain room for manoeuvre to tackle sacred cows such as control by the parliamentary party of the election of a leader.

Activists expressed anxiety during the contest in June that their own preferences, expressed in informal ballots, had no authority.

In July Mr Hague asked Lord Parkinson, party chairman, and Archie Norman, vice-chairman and former chief executive of the Asda supermarket group, to hold a series of discussions with activists on the way forward.

The leadership is expected to recommend that senior party officials - outside the shadow cabinet - oversee discipline. Criteria will be set out to determine misbehaviour, revolving more around allegations of financial than sexual indiscretions. The group would be able to summon individuals, but the process would adhere "to the principles of natural justice".

Unions in from cold but still treated coolly

The first Trades Union Congress to be held under a Labour government for 19 years might be expected to be a cause for celebration by unions shunned during the Conservative years.

But for most of the time this week their mood has been subdued, often sour and apprehensive with a simmering undertone of irritation.

This does not mean trade unions are about to revert to the oppositionist style of the 1970s. The "new unionism" of social partnership with Europe, government and employers is more than a rhetorical device of reassurance. Union officials have shown over the past few days that they accept change, even if some do so grudgingly. They recognise they live in the real world and have to negotiate with companies on improving business performance.

For most this looks like a genuine conversion. Left-wing voices are hard to find nowadays in the TUC.

Arthur Scargill, the miners' union president, once the darling of the delegates, was conspicuous by his absence this week. John Edmonds, the general secretary of the big GMB union, may have upset the Labour party by saying he shivered a little to hear Labour enthusiasm for the flexible labour market. But this was a mild rebuke by a past congress standards. For the most part, delegates were models of restraint and respectability.

What angered many union leaders, however, was the unwillingness of Tony Blair, the prime minister, to recognise their efforts in his speech to the conference on Tuesday.

Instead, he told them to modernise. Many said he seemed oblivious to the enormous changes going on inside trade unions as they

The premier is unwilling to recognise their changes, says Robert Taylor

struggle to reverse their precipitous decline. Nobody outside the insignificant far left has suggested trade unions want to return to "strikes without ballots, mass and flying pickets, secondary action and all the rest", as he put it.

There were complaints from unionists that there was not a word of appreciation or acknowledgement of the modernisation programme carried out by John Monks, TUC general secretary over the past four years. Yet many trade union leaders think Mr Monks is turning into the most effective and intelligent leader the trade union movement has had since Walter Citrine more than half a century ago.

The thoughtful address on Wednesday from Adair Turner, director-general of the Confederation of British Industry, the highest employers' lobby, signalled a willingness to work with the TUC on the European social agenda. The Archbishop of Canterbury talked of the commonality between Christian and trade union values. Both reflected in their differing ways the widening appeal the TUC under Mr Monks has achieved.

In its rational and well-argued professionalism, the TUC is making an impact across a wide range of public policy. Neither Mr Monks nor any union leader say they want a return to the kind of power the unions enjoyed in the 1970s. But they say they do want to be heard with respect and sympathy.

Union attacks move on gas smell

By Andrew Bolger, Employment Correspondent

A proposal by Transco, the gas pipeline monopoly, to make its gas less smelly was denounced yesterday as a dangerous attempt to cut the number of staff needed to deal with emergency calls from the public.

The company, a subsidiary of BG, the former British Gas, confirmed that it was investigating how to reduce the incidence of excessively smelly gas that it says causes unnecessary emergency call-outs.

It denied charges from Unison, the union representing thousands of gas workers, that it was intending to reduce odorant levels - which it puts into the otherwise odorless natural gas - to reduce costs.

Last week the company said it would cut 2,500 jobs

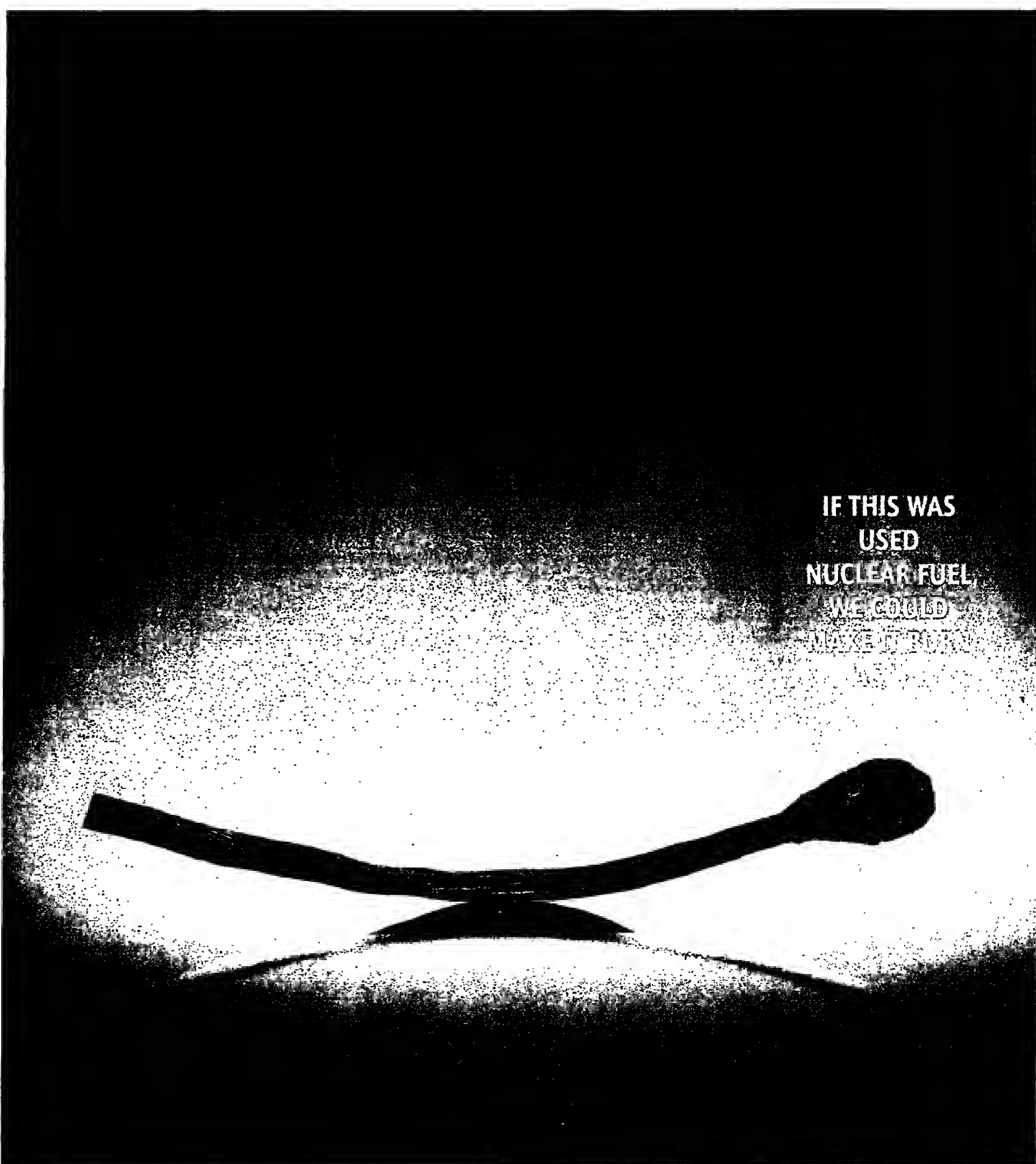
by the end of next year as a result of tough new price controls put forward by Ofgas, the industry regulator.

Unison claimed the company's aim was to reduce the number of calls from the public about gas leaks, so jobs could be cut.

Rodney Bickerstaffe, general secretary of Unison, said: "Lives will be put at risk if Transco goes ahead with this ludicrous plan."

Transco said last night: "It's really just a badly-worded bullet point on a presentation to the unions."

The company said its researchers were studying odorant levels. It was not proposing to alter its current target level of smell, set so that a gas leak would be detected by the majority of the population.



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NEWS: UK

Government grant backs plan British Steel to transport more by rail

By Charles Batchelor,
Transport Correspondent

British Steel will transport 500,000 tonnes of steel coil a year by rail instead of road in the largest switch of heavy goods transport from road since the privatisation of British Rail.

English Welsh & Scottish Railway, which took over most of BR's freight business, will make the shipments from British Steel's Port Talbot and Llanwern strip steel mills in south Wales to two rail terminals in the West Midlands.

The contract is a boost to the government in its efforts to shift freight from road to rail. British Steel will get a grant to help finance terminal facilities.

British Steel shipped 300,000 tonnes of coil by rail in 1996, 800,000 tonnes by road. It plans to increase rail shipments to 700,000 tonnes in 1998, the equivalent of 35,000 road journeys.

It is a further success for EWS, owned by Wisconsin Central Transportation of the US, in attempts to win business from the roads. It has been trying to improve freight shipment reliability and cut journey times.

British Steel is working on plans to shift to rail 300,000 tonnes of deliveries for export made by road to Newport docks. Associated British Ports has nearly com-

pleted construction of a rail-linked steel handling terminal at the dock.

The shift to rail will allow British Steel to hold stocks at the terminals at Round Oak, near Brierley Hill, and Wolverhampton for just-in-time local deliveries.

If its experience of holding stocks at the Midlands terminals is good it may establish similar hubs in continental Europe from which to serve customers where there is no direct rail link.

Moving to rail will avoid the problem of road congestion, while purpose-built wagons to carry the coils will reduce damage during the journey, British Steel said.

"Our customers are demanding a better service," it commented. "They want more sophisticated delivery patterns."

The south Wales strip mills ship about 6m tonnes of steel annually with deliveries to final customers going by road. Shipments to other British Steel finishing plants have traditionally gone by rail.

British Steel said steel sales were to the motor industry, manufacturers of white and brown goods and for cladding for the construction industry were buoyant but the strength of the pound meant foreign competition was strong and had put pressure on prices.



A piper plays outside the polling station in Gretna Green on the England/Scotland border yesterday as voting in the devolution referendum gets under way. Scots are voting on whether to establish the first parliament in the country for 300 years and whether it should have the power to vary the rate of tax. The people of Wales face a similar vote next week

'Problem' for IRA in peace talks

By John Murray Brown
in Belfast

The Irish Republican Army yesterday distanced itself from the public pledge given this week by Sinn Féin, its political wing, to forswear violence. The move raised new fears among Ulster Unionists, the biggest pro-British party in Northern Ireland, about attending Monday's opening of the political talks on the region's future.

Just two days after Sinn Féin was formally admitted to the talks, the IRA said it would have "problems" with the rules drawn up by the

chairman of the talks, former US senator George Mitchell, which commit parties to renounce violence and abide by the outcome of negotiations.

In an interview in An Phoblacht, the Sinn Féin newspaper, an IRA spokesman said "what Sinn Féin do is for them. As to the IRA's attitude to the Mitchell principles per se, well, the IRA would have problems with sections of the Mitchell principles. But then the IRA is not a participant in these talks."

The suggestion that Sinn Féin's public commitment was not binding on the IRA

was immediately challenged by Bertie Ahern, the Irish prime minister, who told the Irish parliament he expected the Mitchell principles to be "honoured by the entire republican movement".

Mr Ahern said the IRA statement was a matter of "major concern". The hard-line Democratic Unionist party said Sinn Féin should be excluded from the talks.

But David Trimble, the DUP leader, expressed little surprise at what he called the "pathetic attempt to pretend that Sinn Féin and the IRA are not inextricably linked".

The timing of the statement, just two days before Saturday's crucial executive meeting, will make it harder for moderates to argue the UUP should enter talks with Sinn Féin.

The IRA statement coincides with a poll that suggests that opinion is evenly split among unionists as to whether to break ranks with the DUP and remain in the talks.

In a clear jibe at unionists, the IRA spokesman said "those elected representatives who would refuse to participate in all-party negotiations are wreckers trying to hold back the tide of history".

UK NEWS DIGEST

Interest rates steady at 7%

The monetary committee of the Bank of England, the UK central bank, yesterday decided to leave base interest rates unchanged at 7 per cent. The decision, taken at the end of its regular two-day policy meeting, marks the first time the committee has failed to raise rates since the Bank was granted operational independence by the government in May. Between May and August, interest rates went in four consecutive instalments from 6 per cent to the current 7 per cent.

Yesterday's decision came as no surprise to financial markets and follows an announcement by the monetary committee in August that interest rates had reached a level consistent with price stability. This is defined by the government as consumer price inflation - excluding mortgages - within a target range of between 1.5 per cent and 3.5 per cent. The announcement in August was seen as a signal that interest rate increases would be on hold for the time being.

Most analysts, however, still forecast further increases in UK interest rates over the next months, amid continuing concern over how \$36bn in windfall profits from the demutualisation of savings and loans institutions will affect domestic consumption. Economists disagree on whether the windfalls will have a one-off or more permanent effect on consumer behaviour. *Wolfgang Muenchau*
Editorial Comment, Page 15

SCIENCE CONFERENCE

Companies 'hostile' to innovation

Most companies and organisations remain indifferent or hostile to real innovation, the British Association conference in Leeds, the annual scientists' gathering, heard yesterday. Rhetoric from government and business leaders, along the lines of "innovate or die", is generally ignored. On the basis of recent studies in 120 companies and public-sector bodies, Michael West of the Economic and Social Research Council's Centre for Organisation and Innovation at Sheffield University concluded: "Many, perhaps most, organisations are 50 years behind what organisational scientists and management gurus are discussing."

Innovation is "surprisingly infrequent", according to Professor West, because many companies - even big ones - still have no specialist personnel staff, no human resources or training strategy, no policy on job rotation and a low level of skills requirement. *Clare Cookson*

JOB CREATION

Leading companies join scheme

Ford and Allied Domecq have both pledged to take on large numbers of trainees under the government's welfare-to-work programme Gordon Brown, the chancellor of the exchequer, revealed yesterday. He said dozens of leading companies had proposals to contribute. These include a pledge by Tesco that it will guarantee an interview to all youngsters on the scheme who have been out of work for more than six months.

The chancellor said Allied Domecq, the drinks group, expected to offer at least 1,000 opportunities for the unemployed while Ford was planning a substantial increase in its training places for unskilled youngsters. Companies taking on young people under the scheme will receive a subsidy for the first six months. *David Whiston*
Philip Stephens, Page 14

Power generator to stop burning oil substitute

By Simon Holberton

National Power, Britain's biggest generator, yesterday pulled out of a \$450m (\$715.5m) investment to convert a 2,000MW power station at Pembroke in Wales to burn orimulsion, an oil substitute.

The decision means the end for orimulsion as a possible fuel

source for the UK and a victory for environmental activists who have campaigned against its use.

A year ago PowerGen, another generator, said it would cease using the fuel. This week it reached an out-of-court settlement with two farmers in southern England who claimed orimulsion emissions damaged their crops.

National Power's decision was welcomed by environmentalists who have long contended that orimulsion is one of the dirtiest fuels. Gordon James, senior campaigner for Friends of the Earth, said its use should never have been contemplated near an important marine environment and Britain's only coastal national park.

He said the decision was "good news for the local environment and good news for the economy in the long term".

National Power was disappointed when in June the government acceded to local pressure and referred the Pembroke conversion plans to a public inquiry. It believed that the delay an inquiry

would entail added an unacceptable commercial risk to the project.

National Power defended its plan to burn orimulsion. It said the plans it had in train to clean the emissions from Pembroke would have made the station the cleanest non-gas power station in Britain.

BUSINESSES FOR SALE

Minister of the State Treasury of the Republic of Poland
acting on behalf of the State Treasury, in accordance with the Law on Commercialisation and Privatisation of the State-Owned Enterprises of August 30, 1996 (Journal of Acts No 118, item 561 with amendments) and under the Resolution of the Council of Ministers dated July 15, 1997 on sale of the shares of

the Power Plants Group "Pigzów-Adamów-Kozłowski" Joint-Stock Company
Seated in Kozłowski
63-510 Kozłowski, 43 Kozłowski St.

Invites to Negotiations

All parties interested in the Purchase of at least 667,000 bearer shares constituting 10% of shares in the share capital and no more than 1,334,000 of bearer shares constituting 20% of shares in the share capital of the Power Plants Group "Pigzów-Adamów-Kozłowski" Joint-Stock Company.

Moreover, according to the decision of the Council of Ministers made July 15, 1997, the new issuance of up to 2,001,000 shares which constitutes 30% of the original issue is going to be effected. These shares may be purchased within the investment obligations made by investor/investors.

The subject of negotiations are, in particular: price per share, the value on investment obligations, the value of obligations pertaining to the environmental protection, protection of the Company employee and other persons associated with the Company and the guarantees for fulfillment of the obligations made in the offer.

Nominal value of a share amounts to 12.00 PLN.

In accordance with the Law on Commercialisation and Privatisation of State-Owned Enterprises of August 30, 1996 authorised employees will be offered up to 15% of shares in the share capital of the Company free of charge.

In accordance to Article 56 of that Law, at least 10% of shares in the share capital will be reserved to support persons fund system.

In accordance to the Resolution of the Council of Ministers, No. 96 of October 4, 1993, a stake of 5% of shares in the share capital will be reserved by the State Treasury for privatisation purposes.

Parties interested in proceeding with this invitation are kindly requested to submit in writing a Letter of Interest which should contain:

- name, surname, address or the company name, its seat and legal status;
- the appropriate register confirming the company registration;
- the authorisation of the person acting on behalf of the party;
- general information concerning the company profile and its operation;
- statement of motivation for share purchase.

The Letter (with confirmation of receiving) should be submitted to Energy Management and Conservation Agency S.A. (EM&CA S.A.) acting as an agent in this project.

Address:

Energy Management and Conservation Agency S.A.
00-923 Warszawa, Żurawia St. 6/12
phone (22) 628 03 37, 625 39 40, fax (22) 625 49 60
Attention to: Mr. Krzysztof Gęsiowski/Mr. Wiesława Dygdał.

Informational memorandum containing the information on the Company profile together with the guidelines for project participants will be submitted to Potential Purchasers by EM&CA S.A. upon signing up the appropriate "Letter of Confidentiality".

The preferred method of payment for shares purchased is cashless certificate with the Ministry of the State Treasury as a beneficiary. Preliminary offers from Potential Purchasers should be submitted by October 24, 1997, 3:00 pm Local Time at the office of the Ministry of the State Treasury in Warsaw, 36 Krucza Street/6 Wolska Street, room no. 947.

The offers should be prepared in three copies in Polish language.

The Minister of the State Treasury shall define, within the period not exceeding 90 days from the date of offer submission, the list of parties selected for negotiations. All the parties taking part in the process will be informed about its results in writing.

The Minister of the State Treasury reserves the right to unrestricted selection of the parties for negotiations without explanation and to extend period allowed to submission of preliminary offers before the expiration of the period determined for establishing the list of parties selected for negotiations.

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PUBLIC NOTICES

NOTICE PUBLISHED BY THE SECRETARY OF STATE FOR TRADE AND INDUSTRY UNDER SECTION 8(5) OF THE TELECOMMUNICATIONS ACT 1984

The Secretary of State hereby gives notice as follows.

1. She proposes to grant licences under the Telecommunications Act 1984 ("the Act") to Front Communications Limited, IFT Global Limited and Teleport (Northern Ireland) Limited ("the Licensees") to run international telecommunications systems in the United Kingdom. The Licensees will be for a period of six months, thereafter being subject to revocation on one month's notice.
2. The principal effect of each licence will be to enable the Licensees to install and run telecommunications systems in the United Kingdom which may be connected to telecommunications systems outside the United Kingdom, and to provide a wide range of international services but not any domestic services (i.e. services involving the conveyance of messages which originate and are subsequently terminated in the United Kingdom) or mobile radio services. Each licence authorises the connection to a wide range of other systems, including domestic systems and earth orbiting apparatus.
3. Each Licence will be subject to conditions such that section 8 of the Act will apply to it, thereby making each of the systems run under each licence eligible for designation as a public telecommunication system under section 9 of the Act. It is the intention of the Secretary of State to designate each of the Licensees' systems as a public telecommunication system.
4. The Secretary of State proposes to grant each Licence in response to an application from each Licensee for such a Licence because he considers that it will help to satisfy demands in the United Kingdom for the provision of services of the type submitted, will promote the interests of consumers in respect of the quality and variety of such services, and will maintain and promote effective competition between those engaged in the provision of telecommunication services.
5. Representations or objections may be made in respect of each of the proposed licences. They should be made in writing by 13 October 1997 and addressed to the undersecretary at the Department of Trade and Industry, Communications and Information Industries Directorate, 257 Grey, 151 Buckingham Palace Road, London, SW1W 9SS. Copies of the proposed licence can be obtained free of charge by writing to the Department (fax:0171 215 1721) or by calling 0171-215 1756.

Alan D. Pross
Department of Trade and Industry 12 September 1997

CONTRACTS & TENDERS

MINISTERO DELLA DIFESA
DIREZIONE GENERALE DEI LAVORI DEL DEMANIO E MATERIALI
DEL GENIO-UFFICIO COORDINAMENTO TECNICO

NOTICE OF BID PROPOSAL FOR THE COMMITMENT OF SERVICES FOR TRANSFERRING, PERMUTATION AND OR IMPROVEMENT OF MILITARY BUILDINGS, WHOSE OWNERSHIP CAN BE CEASED, BASED ON THE LAW OF DECEMBER 23, 1996 N.662, ARTICLE 3, PARAGRAPH 112.

BID PROPOSAL NUMBER: 999997

SUBJECT OF BID PROPOSAL: Contract commitment, by means of private bid, for services to companies with the majority of public capital, for military buildings that are to be included in a special programme approved with D.P.C.M. on August 11, 1997.

PARTICIPANTS QUALIFICATIONS: Those indicated on article 9 on the notice of Bid Proposal, published on the Italian Official Gazette n.215 of 15/09/97.

AWARDING METHOD: Those indicated on the article 23, paragraph 1 letter b) D.L. 157/95 with the criteria of the lowest bid.

ULTIMATE DATE FOR ACCEPTING BID PROPOSAL: October 27, 1997 before h.16.30.

THE REQUEST OF PARTICIPATION SHALL BE ADDRESSED TO: Ministero della Difesa - Genioide - U.C.T. - Piazza della Marina, 1-00196 Roma.

EVALUATION OF BIDS WILL BE HELD AT: Ministero della Difesa - Genioide - Piazza della Marina, 1-00196 Roma.

The complete notice of the Bid Proposal is published on the Official Gazette of the Italian Republic n.215 of 15/09/97 Part II and it was sent out to the office of official publication of the E.C. on 10/09/97.

BUSINESSES FOR SALE

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LEGAL NOTICES

NOTICE TO NOTEHOLDERS OF HOKURIKU ELECTRIC POWER COMPANY LIMITED
618 PER CENT NOTES DUE 1997

Notice is hereby given to the holders of the above mentioned Notes that The Nippon Credit Bank, Ltd. has resigned as Paying Agent for Hokuriku Electric Power Company in connection with the above mentioned issue effective as from 30th September, 1997.

12 September 1997
Hokuriku Electric Power Company

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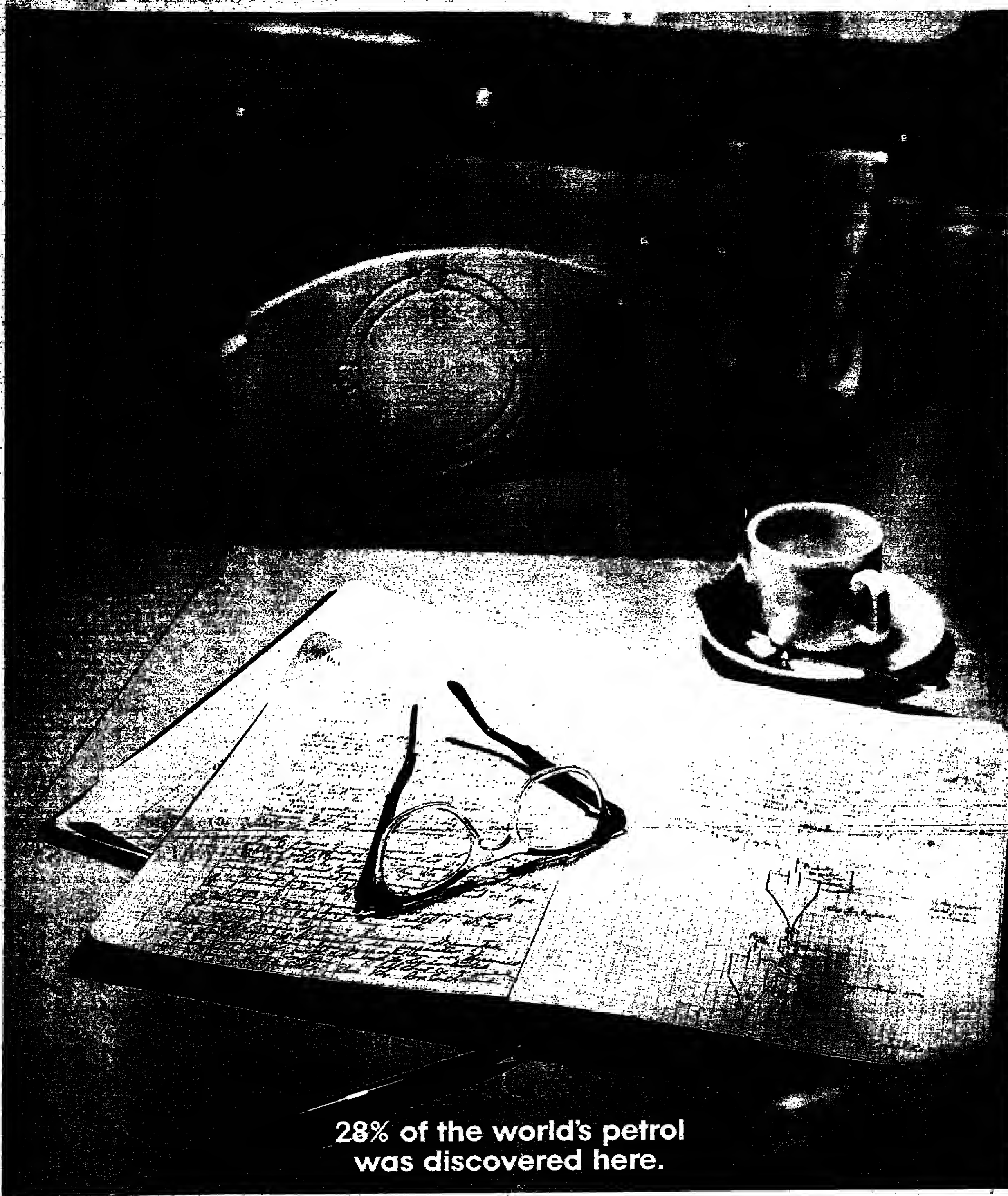
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world. It has saved consumers billions of pounds a year and has greatly extended the Earth's precious oil reserves. It has also caused Charles Plank and Edward Rosinski, who together hold 159 U.S. patents and whose careers epitomise Mobil's commitment to science and technology, to be inducted into the U.S. National Inventors Hall of Fame. To learn more, visit our Web site at www.mobil.com.

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MANAGEMENT

Book Review · Tony Jackson

Two rights don't make a wrong

How to launch an abortion drug, deal with being a token black, and other ethical dilemmas

Consider the following managerial nightmare. The company you run has developed a drug that safely induces abortion. Your biggest shareholder is a foreign company run by a devout Catholic, opposed to abortion on principle. The next biggest is your government, which supports the drug on grounds of healthcare savings and women's rights.

Profits from the drug are likely to be small, and anti-abortion groups threaten international boycott if you go ahead. You are a physician, and strongly believe the drug is beneficial. But your employees are divided, and the issue is consuming management time. What do you do?

Since this is partly an ethical question, you might refer to the corporate mission statement. Your company - in fact, the

French drug maker Roussel-Uclaf - is committed to "placing our energy, our ideas, and our dedication in the service of Life". What does that mean in this context?

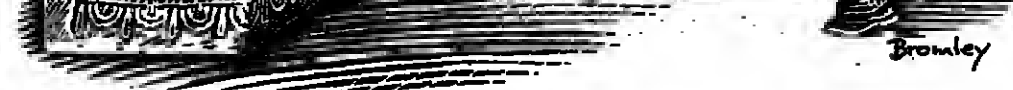
Or you might check with outside authorities. The free market economist Milton Friedman says a company's main responsibility is "to make as much money as possible while conforming to the basic rules of society, both those embodied in law and those embodied in ethical customs". But which strategy will make most profit here? And which basic rules and ethical customs apply?

It is in cases like these, Joseph Badaracco argues, that managerial ethics are put to the test. Codes of conduct - and 80 per cent of US companies have them - deal with the easy bits: do not steal or bribe, do not be racist, do not sexually harass. We can all

distinguish right from wrong. The hard bit is choosing between right and right.

This applies up and down the management scale. Mr Badaracco tells of an ambitious young analyst at a New York investment bank, who was asked to help make a pitch to a prospective client. Since the analyst only had a year's experience, he was surprised as well as gratified. He then found out the client's top man, like himself, was African American. The bank was using him as a token black. Torn between ambition and principle, how should he respond?

As professor of business ethics at the Harvard Business School, Mr Badaracco aims to place these issues in their intellectual context. In particular, he leans heavily on the unlikely trinity of Aristotle, Machiavelli and Nietzsche. The result sometimes



reads like a beginner's guide to philosophy, but Mr Badaracco has a light touch, and sticks to his argument.

Many people, he observes, resort in such cases to the "sleep test". When your mind is confused, follow your feelings: and if you then sleep soundly, you have made the right choice.

But as Aristotle would point out, a lot depends on who is doing the sleeping. A psychopath can commit mass murder and sleep like a baby. An ethically sensitive person, having made the right choice in difficult circumstances, can still lie awake over the consequences.

This, Mr Badaracco says, does

not mean you should abandon intuition. But before using it, you should think through the ethical aspects very carefully.

You should also recall that your decisions help to determine the kind of person you are. In addition, they send signals to your colleagues and subordinates, and thus affect the ethical character of the company as a whole.

Perhaps the most interesting part of Mr Badaracco's argument comes from Machiavelli. Once you have decided what to do, you often need low cunning to achieve it. As a manager, you have responsibilities not only to yourself, but to fellow-workers and shareholders. Making a noble

stand on principle is all very well. It is no use to them if it gets you fired.

Let us go back to the Roussel-Uclaf case. Edouard Sakiz, its chairman, wanted to save the drug. To do so, he also had to protect his own position.

His tactics bear recounting. First, he called a surprise vote at the company's managing committee on whether to drop the drug. He voted to do so, and the majority followed him. He then announced that the drug was being dropped because of pressure from anti-abortion groups, especially in the US. "We have a responsibility in managing a company," he told the press. "But if I were a

lone scientist, I would have acted differently."

Three days later, the French government told him that if he did not resume distribution, it would take it away from him and give it to someone else - which, under French intellectual property law, it was entitled to do in the national interest. Mr Sakiz agreed to distribute it after all.

On Mr Badaracco's interpretation, this was very fancy footwork. Mr Sakiz achieved the result he believed to be ethically right. He also left responsibility for the decision with the French government, thus neutralising the hostile forces ranged against him and his company.

Not all ethical dilemmas are so easily resolved. Mr Badaracco also quotes Chester Barnard, a one-time president of the Bell telephone system in New Jersey, who in 1938 published the fruits of his experience in a book, *The Functions of the Executive*.

"It seems to me inevitable," Mr Barnard wrote, "that the struggle to maintain co-operation among men should as surely destroy some men morally as battle destroys them physically." It is a bleak and striking conclusion, and one which Mr Badaracco's book should help to soften.

"Defining Moments, when managers must choose between right and right," by Joseph L. Badaracco Jr. Published next week by Harvard Business School Press, \$19.95. Available from FT Bookshop by ringing FreeCall 6500 500 555 (UK) or +44 181 324 5511.

Pristine tiled floors, trolleys, piped music, checkouts with infra-red scanners, cheerful sales staff, shelves neatly stacked with everything from food to toiletries: there is nothing extraordinary about FoodWorld supermarket, except that it is in Bangalore, south India - where it represents a retailing revolution.

Supermarkets do not otherwise exist in India. Food shopping is done at roadside markets - usually collections of cramped stores or simple stalls heaped with fruit, vegetables, tins and packets.

FoodWorld in Bangalore is one of nine supermarkets run by RPG, one of India's biggest family conglomerates. The chain, just over a year old, has already outstripped RPG's revenue projections.

The Bangalore store turns over about \$650 per sq ft per year, which is lower than the largest European supermarkets but extraordinary for India, where

food prices and wages are much lower.

Small wonder that Dutch and British food retailers have recently been sniffing around for opportunities.

RPG, based in Calcutta, is already talking about opening 100 stores in the next five or so years. It has begun a smaller chain of chemists, and is contemplating setting up cash and carry stores outside big city centres. It is even thinking of establishing India's first music megastore.

RPG expects its supermarket chain to achieve a turnover of \$500m a year in five years. The conglomerate currently turns over \$1.5bn, with interests ranging from power generation and tyres to financial services and telecommunications.

India's supermarket sweep

Mark Nicholson finds out how one company went about inventing a market

The move into food retailing started with the purchase in 1989 of Madras-based Spencer's, a quality but loss-making retailer that made its name supplying imported luxuries to the sahibs and memsahibs of the Raj. RPG bought Spencer's primarily for its properties - it had 50 branches across India - and at first considered closing it down.

However, the board was persuaded to modernise one Spencer's store in Bangalore. "In the first month turnover went up four times," says Pradipta Mohapatra, president of RPG's retail group. "That really got us thinking."

Over the next two years, RPG experimented with various store formats. Meanwhile, a review of corporate strategy by McKinsey & Company, the consultants,

suggested that retailing in India, with its emergent middle class, offered a tempting sector. RPG took Dairy Farm on as technical advisers. The Hong Kong-based retail giant with interests from the UK to New Zealand has the option of taking a 50 per cent

New stores open with a treasure hunt, where free items are hidden across the shop

stake in the company.

Dairy Farm advised RPG on which merchandise to select, which lines to establish as the store's central items, and which international retailing

benchmarks to apply to India.

But even with Dairy Farm's Asian experience, says Mr Mohapatra, almost every aspect of establishing the business had to be considered from scratch.

There was also the question of how to persuade Indian shoppers to desert their trusted family stores and take to western-style supermarket shopping. All previous attempts to set up supermarket chains in India had failed dismally.

RPG decided that while thrifty Indian shoppers might be deterred by the ritiness of a western-standard supermarket, the company would nevertheless insist on creating a "highly differentiated" store, but place effort on persuading shoppers that FoodWorld prices were as cheap as anywhere.

To get shoppers into the store, RPG cooked up a series of marketing gimmicks. New stores open with a treasure hunt, where specially marked and free items are hidden across the shop.

Stores also offer two-minute "shopping frenzies", where after paying Rs300 (\$8.20), customers are free to stuff anything they want into their trolleys.

Meanwhile, the store has also introduced its own brands for bulk goods like flour, sugar and spices - another innovation in India. The aim is to give RPG greater control over prices and more clout with its suppliers.

"In some areas we are beginning to build volumes, and when we do, we have a chance to crack the supply chain. Where Spencers' used to sell 2m tonnes of rice a month, for instance,

FoodWorld is already selling 100m tonnes," says Mr Mohapatra.

By purchasing direct from the miller, RPG estimates it has raised its margin on rice from 10-30 per cent, half of which is passed on to the shopper.

The company had to recruit and train staff - there is no pool of shopworkers in India. It created the National Institute of Retailing, with a curriculum in store maintenance, use of cash registers, presentation and customer services.

With nine stores open, and a tenth on the way within weeks (each is around 5,000 sq ft and requires an average investment of some Rs10m), FoodWorld is already turning over Rs600m a year. The group says it is hitting average margins of 18 per cent, which it had not expected to reach until the fourth year. "Overall, we're getting into a viable position only 15 months after opening our first store. We expected this would take three years," says Mr Mohapatra.

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Human eye, pupil surrounded by blue iris. © Martin Dabru/Science Photo Library.

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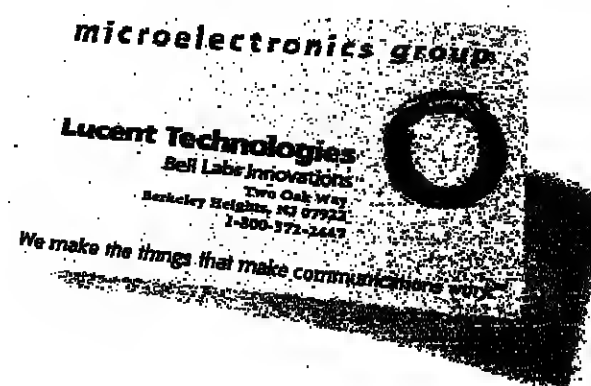
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ARTS



Portraits with a poignant, ironic symmetry

John Major and Tony Benn, now sharing the backbenches in the House of Commons, yesterday joined the National Portrait Gallery's mausoleum for the great and the good. These latest additions to what some of us might call the thinking person's Madame Tussauds are as different in style as they are in political character. But, though commissioned separately by successive

directors of the gallery, the two paintings present a poignant if ironic symmetry. Major, whose politics were shaped by his journey to the top from the bleak backstreets of Brixton, is placed in the studied elegance of Downing Street, and thus defined by his surroundings. Benn, whose long political pilgrimage began with the renunciation of a viscountcy and has ended on the scarcely-inhabited islands of

the far left, is shown, cardigan-beneath-jacket, in splendidly aristocratic isolation. Major's portrait is by John Wonnacott, who has said that the then prime minister's diary left him little time for formal sittings. Therein probably lies the explanation for the painting's patient and rewarding detail of the White Room, among the nicest of No 10's grand salons.

Major himself, though, looks stiff, trapped by the studied formality of his surrounding and by the tension which filled the last embattled months of his premiership. The setting thus becomes a substitute for the political authority which was fast draining from his government. It is a pity, too, that the loyal Norma is tucked away deep in the background. If anyone could persuade Major to unbend during the

bleakest moments, it was his wife. Benn is painted by Humphrey Ocean, whose last commission for the gallery was of a Lord - Whitelaw, this time a Tory peer. Benn, described by Ocean as a daffodil subject who made regular trips to the artist's studio, is said to be pleased with the outcome. Traditional in its basic form, it is rendered less stuffy by flashes of colour in the background.

There is no doubt, though, it is a portrait of a patrician, the Lord Stansgate Benn chose not to be. These hands do not clutch the ubiquitous mug of tea by which he sought to model himself as Tony; but, fingers loosely clasped, they remind us that we are all children of our families. I wonder, too, why the artist has volunteered that "no saner man has been in my studio".

Philip Stephens



Theatre/David Benedict

Flatter only to deceive

In a dingy basement sits an anonymous, hard-working censor of hard-core pornography. The latest film for his consideration has seemingly no plot, no dialogue or even characters as such, it is merely one sex scene after another. To make it suitable for release he reckons it needs 35 minutes' worth of cuts. The filmmaker, to whom he formally refers throughout as Miss Fontaine, sees it differently and seeks to persuade him through sexual confrontation. At their first meeting, she removes her shirt and despite initial protestations - he is married - they develop a sexual relationship which unlocks his fantasies and throws the nature of his life and work into stark relief. This is counterbalanced by inter-cut scenes from his soulless, sexless marriage to a wife who numbly seeks refuge in infidelity.

One of the initial strengths of Anthony Neilson's play *The Censor* is the unusual power it puts into the hands of the woman, but once the undeniable spell cast by the arresting opening scene wears off, the impact of her manipulations drains away. Casting aside doubts

as to whether censors and directors really meet under such circumstances, Neilson links private life and perceived public duty as Miss Fontaine breaks through the censor's fixed opinions, her coldly clinical approach to sex releasing his needs. He begins to discern structure and meaning in the film, yet as the evening wears on, doubts creep in.

The film's sexual relationship may have validity for the filmmaker, but the description of it suggests such a reading is unavailable to a viewer. If it really is a work of art, why is it so undercharacterised? Signs of compassion as the filmmaker releases his shamefully secret sexual needs are undercut by her ruthlessness, which marks her out as a cousin to the rabid, rabbit-boiling Alex in another three-way drama, *Fatal Attraction*.

Part of the problem is the playwright's own icily measured, over stretched production. Although it lasts just under 90 minutes, the self-conscious pacing portrays an air of portentousness which even the strong performances cannot

relieve. Before delivering the final shock, Neilson reprises everything we have seen so far of the censor's marriage, which shows us nothing other than that Neilson is no Samuel Beckett.

The rationale behind and the relationship between artistic censorship and self-censorship has huge dramatic potential. The representational and public nature of theatre means it is uniquely placed to display and discuss the dichotomy between simulation and stimulation, to explore the gap between what is seen and what should or shouldn't be shown. Although *The Censor* leads you inexorably to such thoughts, that is not, unfortunately what Neilson has written. Thought-provoking though it is, his subject matter is meatier than the work itself. Like Tom Stoppard's *Every Good Boy Deserves Favour* (with which it has little else in common) this is a play which flatters you into thinking that you have thought long and hard about a given subject.

Royal Court Upstairs at the Ambassadors, London WC2 (0171 565 5000).

Opera/Richard Fairman

Dutch forge new 'Ring'

The opening night of the Netherlands Opera's new production of *Das Rheingold* was apparently a nail-biting affair. The cast spent most of the evening on tenterhooks wondering if the technical wizardry of the set would deliver its tricks. Putting together a new cycle of Wagner's *Der Ring des Nibelungen* is a major undertaking and the Netherlands Opera is planning to forge its *Ring* over the course of a year. Having started the season with *Das Rheingold*, it follows on with *Die Walküre* in January, *Siegfried* next June and *Götterdämmerung* in a year's time.

The Muziektheater has most of the building-blocks in place: a decent orchestra in the Residentie Orkest, a cast which mixes some new singers with experienced, older hands and a producer who also happens to be the company's artistic director, so when there are arguments he is presumably in a good place to get his own way.

Pierre Audi's reputation has been the major draw of this new *Ring*. He has been associated with a lot of new work and new artistic directions, which has raised expectations that he might set out on a new path in the interpretation of the tetralogy. Even Erda, earth goddess, would be unwise to deliver a verdict until the cycle is complete. But on the evidence of this *Rheingold* Audi's *Ring* is unlikely to change the course of Wagnerian history.

In the 1960s productions of the *Ring* were spare and symbolic, the 1970s focused on its politics, the 1980s tried their hand at picturesque myth - and the 1990s? Audi, like the current Bayreuth production and a couple of others, has given us what we might term a "designer" *Ring*. The stylish sets, designed by George Tsylin and strikingly lit by Wolfgang Göbbel, look a bit like the proposed design for the extension to London's Victoria & Albert Museum: fashionably deconstructionist.

The evening does not turn into a fashion parade, like Bayreuth's 1994 summer collection, but there is certainly a modish feel to it. The gods

are dressed as sleek, classical Olympians; the giants are oversized crustaceans; the Nibelungs, poor creatures with no eyes or mouths, run about like embryo Alberichs in the making. But, unfortunately, the clothes were the characters. Audi seemed to have undertaken little meaningful direction of his actors.

Wotan was a particular nonentity despite John Brucheler having the right kind of nobility in the voice. Reinhold Runkel made more of an impression as Fricka, his battleaxe of a wife. The only character for whom Audi seemed to have formed a distinctive persona was Loge, who was played like a eunuch, forever whining and wringing his limp wrists - a nauseating portrayal, though Chris Merritt did what he could with it, enunciating the text with signal clarity. Anne Gjevang was a less exaggerated Erda than previously. The lesser gods were acceptable; the Rhine-maidens made a mellifluous trio. The outstanding performance came in Nibelheim, where Henk Smit turned Alberich into a character of human complexity and Graham Clark repeated his world-class Mime.

With little of substance to grip on to, there was no call for a heavily significant musical performance and Hartmut Haechen thankfully leant towards the other end of the spectrum. His Wagner conducting was plausibly Germanic in sound quality, but playful, light on its feet, not intellectually weighty. This left the audience enough mental capacity to enjoy the production's technical tricks. Best was Nibelheim, a Disneyesque underworld, where miners' trucks ran about of their own accord and fire crackled magically out of every crevice. I would not have cared to be in the danger seats, though. High above the stage, about 100 peering members of the audience were hanging in mid-air, seated on a semi-circular beam which will eventually be completed to form a symbolic ring - too nail-biting by half, if you ask me.



Pierre Audi's fashionably deconstructionist 'Das Rheingold': Henk Smit as Alberich

INTERNATIONAL ARTS GUIDE

AMSTERDAM

DANCE
Het Muziektheater.
Tel: 31-20-551 8911
Giselle. Dutch National Ballet new season opens with this staging by Peter Wright; Sep 12, 13, 16.

BERLIN

CONCERTS
Konzerthaus Tel: 49-30-203090
Berlin Symphony Orchestra: conducted by Michael Scharf; with works by Martinu, Henze, Matthus and Shostakovich. With violin soloist Michael Exleben; Sep 12

Philharmonie
Tel: 49-30-2548 8354
Deutsches Symphonie-Orchester Berlin: conducted by Vladimir Ashkenazy in works by Brahms. With violin soloist Ida Haendel; Sep 13

OPERA
Deutsche Oper

Tel: 49-30-34384-01
Der Rosenkavalier. by R. Strauss. Conducted by Jiri Kout in a staging by Götz Friedrich; Sep 14

CHICAGO

EXHIBITIONS
Art Institute Of Chicago
Tel: 1-312-4433800
A Collecting Odyssey: Indian, Himalayan, and Southeast Asian Art from the James and Marilyn Aldorf Collection; to Oct 26

LONDON

CONCERTS
BBC Proms, Royal Albert Hall
Tel: 44-171-589 8212
● Sir Colin Davis replaces Sir Georg Solti as conductor of the London Symphony Orchestra and Chorus and the London Voices in Verdi's Requiem; Sep 12
● The Last Night of the Proms: Andrew Davis conducts the BBC Symphony Orchestra and Chorus and BBC Singers in a programme which draws together the season's themes; Sep 13

National Gallery
Tel: 44-171-839 3321
Saurat and The Bathers: places Saurat's great "Bathers at Asnières" in a context provided by his own earlier work, and studies and drawings for the painting, as well as works by predecessors who influenced him, and by his impressionist contemporaries; to Sep 28

OPERA

Barbican Theatre
Tel: 44-171-638 8891
The Royal Opera: Giulio Cesare, by Handel. The season opens with this new production, directed by Lindsay Posner and conducted by Ivor Bolton. Cast includes Amanda Roocroft and Ann Murray; Sep 13, 15, 17

LOS ANGELES

OPERA
L. A. Opera, Dorothy Chandler Pavilion Tel: 1-213-972 8001
● Fedora: by Giordano. La Scala production staged by David Edwards and conducted by Edward Downes. Cast includes Maria Ewing and Plácido Domingo (to Sep 14); Sep 14, 17
● La Bohème: by Puccini. Revival of Herbert Ross's production, designed by Christopher Hargan. Conducted by Plácido Domingo on Sep 12 and William Vendice on Sep 18

MUNICH

CONCERTS
Philharmonie Gasteig
Tel: 49-89-5481 8181
Munich Philharmonic Orchestra: conducted by Gianluigi Gelmetti in La Rondine, by Puccini. With the Munich Philharmonic Choir; Sep 12, 14, 15, 16

NEW YORK

EXHIBITIONS
Museum of Modern Art
Tel: 1-212-708 9480
From Henri de Toulouse-Lautrec to Andy Warhol: Exploring

Techniques. Selection of 70 works - woodcuts, etchings, lithographs and screenprints - from the collection; from Sep 18

OTTAWA

EXHIBITIONS
National Gallery of Canada
Tel: 1-613-990 1985
Renoir Portraits: featuring works from throughout his career, this exhibition includes some of Renoir's most famous paintings. The show will travel to Chicago and Texas; to Sep 14

PARIS

CONCERTS
Théâtre des Champs Elysées
Tel: 33-1-49525050
● Orchestre National de France: conducted by Charles Dutoit in works by Stravinsky and Orff; Sep 17, 18
● Recital of works by Liszt, Debussy and Franck given by violinist Olivier Charlier and

pianist Brigitte Engerer; Sep 14

VIENNA

EXHIBITIONS
Jeu de Paume
Tel: 33-1-4703 1250
César: major retrospective of one of the most important French sculptors of the century. Tracing the different approaches and materials with which he worked, the exhibition includes almost 500 objects; to Oct 19
Musée National d'Art Moderne, Centre Georges Pompidou
Tel: 33-1-4478 1233
Fernand Léger: retrospective of the early modernist, who emerged from the Cubist revolution around 1910 to move towards abstraction; to Sep 29

OPERA
Opéra National de Paris, Opéra Bastille Tel: 33-1-44731300
Le Nozze di Figaro: by Mozart. Conducted by James Conlon in a staging by Giorgio Strehler. Cast includes Anthony Michaels-Moore and Barbara Bonney; Sep 13, 16

ROME

CONCERTS
Auditorio di Via della Conciliazione
Tel: 39-6-6880 1044
Orchestra and Choir of the Accademia Nazionale di Santa Cecilia: conducted by Daniele Gatti in works by Brahms; Sep 17, 18

VENICE
EXHIBITIONS

Palazzo Grassi
Tel: 39-41-523 1680
German Expressionism: Art and Society. Kirchner is at the centre of this selection of works, dating from around 1910 to the mid-1920s. Other artists represented include Meidner and Marc; to Jan 11

WASHINGTON

CONCERTS
Kennedy Center
Tel: 1-202-4674600
● National Symphony Orchestra Beethoven Festival: Marathon Concert Part One, conducted by Leonard Slatkin. Programme includes the Leonore Overtures; Eisenstein Theater; Sep 13 (Part Two is on Sep 19)
● National Symphony Orchestra Beethoven Festival: Leonard Slatkin conducts a programme including the Overture to Fidelio; Eisenstein Theater; Sep 14
● National Symphony Orchestra Beethoven Festival: Leonard Slatkin conducts a programme including excerpts from The Creatures of Prometheus; Eisenstein Theater; Sep 15, 17
● National Symphony Orchestra

Beethoven Festival: Leonard Slatkin conducts Symphony No. 6 in F major and Symphony No. 7 in A major; Eisenhower Theater; Sep 18

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10.00: European Money Wheel
Nonstop live coverage until 15.00 of European business and the financial markets.
17.30: Financial Times Business Tonight

● **CNBC**
08.30: Squawk Box
10.00: European Money Wheel
18.00: Financial Times Business Tonight

Philip Stephens

'President' Blair

The prime minister has a vision of a government without natural enemies, reaching out to princes and to paupers

There is no gaudy, even if you prefer to call it imperiousness. In Tony Blair's unfolding script, it is not enough that familiar boundaries of political allegiance are shifted. They must be erased. He was once content to borrow Disraeli's One Nation standard. No longer. The goal now is to define the politics of The Nation.

This is the backdrop against which we should reflect on Mr Blair's effortless appropriation of the monarchy in the aftermath of the death of Diana, Princess of Wales. Not so long ago, his party was proud of its republicanism. Yet how natural it somehow seemed that this particular prime minister should interpose himself between the sovereign and the menace of the tabloid press. How fortuitous he was at the time to nudge the House of Windsor into being a touch less stuffy in confronting the haffling paroxysm of national grief.

Mr Blair's handling, if that is the right word, of the Princess's funeral changed the political weather. Before that fateful Paris night, he was the immensely popular leader of a party that had just won an extraordinary electoral victory. Now he is the nation's leader, not merely its prime minister: the repository of its innermost emotions as well as its aspirations. The royal family, it seems, is safe in the hands of President Blair.

There is a temptation to dismiss all this as an impressive yet fleeting triumph for New Labour's public relations. And there is something in the analysis. The party is obsessive in its preoccupation with the public mood and unmatched in steering the currents to its own advantage. And in a moment of crisis, a monarchy trapped in the protocol of Queen

Victoria's reign had little choice but to lean on Mr Blair's popularity. Diana, or at least the memory of her, the nation has chosen to cherish, meanwhile offered New Labour the perfect emblem: compassion with fashion.

But this is to misunderstand Mr Blair. He is painting on a much bigger canvas. His project is to build a political base that liberates him from his own party. In Old Labour's lexicon, inclusive politics meant a commitment to the poor, an end to social exclusion. For Mr Blair, the phrase has a subtler meaning. His coalition reaches out to princes as well as paupers.

Mr Blair is often compared to Margaret Thatcher, and there are indeed many parallels. But here, there is also a critical difference. She defined her politics by its enemies and then confronted them on the battlefield. She never sought the backing of the trade unions, nor worried that the disadvantaged would always be on the other side. Mr Blair's vision is of a government without natural enemies. His opponents are to be won over not defeated.

The process started, of course, before the election with the co-option of middle Britain's aspirant classes. It has gathered pace since. Business, wooed before poli-

In Blair's politics, the symbolism vaults above the intractabilities of modern life.

Most, though not all, of the agenda exists only at the level of imagery

ing day, has been warmly embraced. David Simon, the former chairman of British Petroleum, has left the boardroom for Whitehall. Captains of industry and finance have been drafted in to a swathe of policy reviews. A banker heads an inquiry into tax and benefit reform, an insurance company chief executive advises on welfare-to-work.

Paddy Ashdown's Liberal Democrats might have been ignored. They doubled their seats at Westminster, but were rendered irrelevant by Mr Blair's huge majority. Yet in 10 days they will enter Whitehall's innermost sanctum, handed a role in shaping the reform of Britain's creaking constitution. Mr Ashdown muses about a possible coalition. With only moderate hyperbole, he talks also of a seminal moment in the nation's politics.

We could go on: David Melford, a minister in John Major's Conservative cabinet, heads the government's review of soccer, the national sport. Michael Heseltine, not so long ago Mr Major's senior lieutenant, is offered a role in shaping plans for the millennium.

Of course, the party's traditional supporters can be part of the new movement: on precisely the same terms as the newcomers. Thus Mr Blair this week visited the annual conference of the Trades Union Congress. His body language said he hated every moment. The unions, he told a sullen audience, had nothing to lose but their dogma. Their influence began and ended with the persuasiveness of the arguments. It is little wonder, then, that ministers in Mr Blair's government sometimes leave the prime ministerial study in 10 Downing Street unsure as to what party they represent.

The banner under which this grand coalition is to march is modernisation. The economy, the constitu-

tion, relations with the rest of the world, the welfare state and, though here he cannot be explicit, the monarchy – all must be updated. Rich and poor, boardroom fatcat and redundant miner, all share the same interest in realising this vision of the "21st century model of a developed nation".

At this point many will snigger. I recall doing just that when Mr Blair first said he intended to recreate Britain as a "young country". In his politics, the symbolism vaults above the intractabilities of modern life. Most, though not all, of the agenda exists only at the level of imagery, as easy to deride as describe. The style is Bill Clinton's. Yet we have seen countless times in Mr Clinton's presidency how government by good intention founders on the rocks of reality.

Mr Blair invests too much faith in the capacity of political will alone to solve the insoluble. His conviction that all sides in society can coexist without conflict is touching, if distinctly unfamiliar on the left of politics. It owes more to idealism than he would admit.

Yet the prime minister is no fool. I think he understands the nation's mood far better than most in the political classes, his cabinet colleagues included. There is no appetite for crude adversarial politics. So Mr Blair stands a few steps aside from his supporters. I do not doubt there will be moments also when he chooses, as Mrs Thatcher sometimes did, to govern against his own party.

We all know things will go wrong, expectations will be disappointed and promises broken. Mr Blair will not escape blame. But we should underestimate neither his ambition nor his place in the zeitgeist of the times. This is a politician who has decided he will always be more popular than his government.

LETTERS TO THE EDITOR

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Services output puzzle must be solved

From Professor Ira Sohn,

Sir, In his sequel ("Brave new world", September 9) to an earlier article ("Anatomy of a miracle", June 20), Gerard Baker is even more dismissive of the notion that enhanced productivity in the vast US service sector – in the wake of the introduction of computers and other information technology – is responsible for fuelling recent non-inflationary, high-employment economic growth.

This is so, he argues, even if, as many – including Alan Greenspan, the Federal Reserve chairman ("Productivity growth at a 3-year high", September 10) – believe that the statistics are flawed. I would carry his

argument one step further: not only is our measurement of actual output unreliable, but so must be our estimate of potential output since we do not have a meaningful measure for "output" of services, which constitutes more than two-thirds of US economic activity.

A solution to this measurement puzzle would provide a quantum leap in our understanding, management and, ultimately, the performance of modern economies. This is so because of the increasingly dominant role assumed by the service sector in its share of gross domestic product (already more than 60 per cent in developing countries such as Chile) and, more importantly, its share

of total employment (in excess of 70 per cent in the US).

Equipping public and private sector decision-makers with modern "navigational instruments" should enable countries such as the US to enhance their growth potential, countries in the EU – struggling with unacceptably high unemployment rates – to raise the level of actual economic activity closer to their potential, and successful emerging-market countries like Chile to reduce their poverty rates.

More than half a century before the publication of *The Wealth of Nations*, parliament, through the Longitude Act of 1714, promised a prize of £20,000 (equal to at least

\$500,000 [\$795,000] in today's purchasing power) to solve a problem that had enormous consequences not only for the British economy but for civilisation itself.

Given the importance of the "productivity puzzle" and the benefits that would accrue from its solution, perhaps a World Bank/International Monetary Fund-sponsored competition could be discussed at their annual meeting next week?

Ira Sohn, professor of finance, School of Business Administration, Montclair State University, Partridge Hall 417, Upper Montclair, NJ 07043, US

Significant movement into D-Marks is unlikely during euro transition period

From Mr John Turner,

Sir, Samuel Brittan's Economic Viewpoint "Cloud over the euro" (September 11) repeats the suggestion that there may be significant cash movements into the D-Mark from the other ERM currencies during the transition period, the so-called "one-way bet". I question this.

For the one-way bet to succeed it is necessary for the euro to break up before the end of transition, leaving the

transferred funds in it, presumably "better". D-Mark. However, as I read the Maastricht treaty, there is no mechanism for unwinding the euro once it has begun.

For the euro to fail, there would therefore need to be a breakdown of the Maastricht treaty, and the resulting economic and political chaos would probably bring about the end of the EU.

While I agree that, of the European currencies, the

D-Mark might be the least worst option in this scenario, anyone who seriously expected this to happen would be far wiser to sell their lire, pesetas, etc, and buy dollars, the most certain beneficiary from chaos in Europe.

John Turner, principal ERM consultant, TCA Consulting, New City Court, 20 St Thomas Street, London SE1 9SD, UK

No hare-brained strategy for survival

From Mr Andrew Campbell,

Sir, John Kay's hare and tortoise story ("A boardroom fable", September 5) is not complete. McBooz and Ash-tittle, consultants to the hare family, had spotted the physical advantages and had recommended that hares compete in all running races where tortoises were likely to win even if the terrain was less than ideal. Moreover, McBooz's scenario analysis

included a "predator" scenario in which lions became a problem.

As a result of these excellent analyses, a division of the hare family chose to follow tortoise to the marshes and specialise in running races.

This division did not prosper as much as their plains relatives, but they did survive the influx of lions. Now the plains are populated by

descendants of the marsh hares, and the hare dynasty has a less prosperous but successful marsh division.

McBooz and Ash-tittle continue as hare's trusted advisers.

Andrew Campbell, director, Ashridge Strategic Management Centre, 17 Portland Place, London W1N 3AP, UK

Applauding the truth

From Mr Peter Cresswell,

Sir, I am confident that millions of us would applaud Christopher Dumley for printing the truth of the "Lady Di dies" story as orchestrated by our broadcasters and press, above all BBC TV and radio ("What ever happened to freedom of choice?", September 10).

However distressing to their families, and no doubt millions around the world, the deaths that Sunday morning proved not the day of reckoning for the tabloids, as first mooted, but a bumper sales opportunity at the expense of our monarch. When a real 20th century heroine, Mother Teresa, died, Fleet Street and Broadcasting House seemed unable to respond with affection or sincerity. Surely the saintly vagabond from Calcutta deserved better? Of course, she led a blameless life and no doubt had few Versaces in her wardrobe.

Peter Cresswell, 9 Woodlands Avenue, Harrogate HG2 7SJ, UK

US trade policies are being held hostage to infighting within the Democratic party, say Gerard Baker and Nancy Dunne

Fast track bogged down

It looked like just one more Clinton administration foul-up. Bill Clinton, the US president, had been scheduled on Wednesday to mark what his closest advisers had termed a "defining moment" of his presidential term. He was to unveil proposals to Congress, which would give him "fast-track" authority to negotiate trade agreements with other countries.

But a last minute flap caused the announcement to be postponed. Instead, Mr Clinton gave an anodyne speech, calling on legislators to support the idea of fast track, without telling them what the specific proposals he wanted them to support were.

Beneath the surface the case of the disappearing trade policy was perhaps the starkest illustration yet of the political disarray at the heart of the Democratic party. It highlighted the continuing fissures between Old and New Democrats, and prefigured a fierce battle that will dominate the party's electoral prospects for the rest of Mr Clinton's presidency.

Fast track would give the president the authority to sign comprehensive trade agreements with foreign gov-

ernments, without having the whole deal unknocked by Congress. Legislators would not be allowed to amend the treaty, but would accept or reject it outright.

Every US president since Gerald Ford has been given fast-track authority. But in the past few years popular hostility towards the North American Free Trade Agreement and continuing battles with Japan and China have ignited rare passions. Since 1994 the Clinton administration has shied away from a request to renew the legislation.

The problem has been that a majority of Democratic congressmen and a large number of senators are hostile to the idea. They have articulated popular fears that tough US rules on labour conditions and environmental standards mean free trade is not fair trade, as American goods are undercut by products from countries with lax environmental regulations that exploit their workers.

Most Democrats want to add a rider to this fast-track authority, requiring the



Free or fair: the fast-track policy causes Bill Clinton, Al Gore and Richard Gephardt (left to right) pre-election concerns

president to make labour and environmental factors a consideration in signing agreements.

Most Republicans, by contrast, who control a majority in both houses, support unconditional fast-track authority. In the past, that would have been enough to overcome the Democrats' objections. The pattern of the Clinton presidency has been that on critical votes – earlier trade agreements, international treaties and most recently the budget –

the White House has built a coalition consisting mainly of Republicans with a small bloc of moderate Democrats.

That had been the plan until this week. But the last-minute postponement of Wednesday's announcement suggested the stakes have suddenly become much higher for the White House.

Richard Gephardt, the Democratic leader in the House of Representatives, has long been known as one of the main supports of fair, rather than free, trade. He

remains the Democrat most likely to mount a challenge for the presidential nomination in 2000 to Al Gore the vice-president, and Mr Clinton's favourite.

Mr Gephardt has long been close to US trade unions, most of which also oppose fast track. Alienating Mr Gephardt and organised labour has never presented much difficulty for the Clinton administration, which has staked out a centrist position in opposition to the party's left wing.

But with little over two years to go to the start of the 2000 campaign, Mr Clinton and Mr Gore cannot run the risk of further alienating powerful interests in their party. Unions contributed more funds for Democrats in last year's election campaign than ever before, and their money is likely to play a key role in the Democratic primaries in 2000. As Mr Gore was increasingly hounded by claims of dubious and even illegal fund-raising activity in the last campaign, the

need for a reliable, uncontested source of funding becomes all the greater.

Just as troubling for Mr Gore is that fast track could lose him the support of one of his most valued constituencies. Many environmentalist groups, unhappy at the prospect of freer trade with environmentally "insensitive" countries, have expressed dissatisfaction with fast track.

These problems for the White House were underlined last week as it put the finishing touches to its proposals. Though support among House Democrats for fast track had always been recognised as patchy, the Senate had been thought to be a different matter.

But when Charlene Barshefsky, the US trade representative, met senators returning from their summer break last week, she was surprised at the hostility to fast track even among Democrats from whom she had expected support.

So it suddenly became critical to Mr Gore's election prospects to write more concessions to labour and en-

vironmental lobbies into the fast-track proposal. Hence the last minute delay.

The White House says it will produce its proposals next week. But satisfying all sides is becoming harder. Republicans – who are implacably opposed to special environmental and labour provisions – are muttering that they may not be happy.

The lesson of the fast-track mess concerns the continuing divisions within the Democratic party. Though Mr Clinton and his "New Democratic" administration have crafted a centrist political agenda in government that has been electorally successful, the gulf between them and the rest of the party remains as wide as ever. Unlike Tony Blair, Britain's prime minister, Mr Clinton has failed to pull large numbers of the Democratic party towards the middle ground.

When Mr Clinton could appeal directly to the American people for support, that mattered less than it does now. But Mr Gore will soon have to descend into the arena of campaigning in the Democratic party's primaries. He can ill afford to make enemies in his own party.

The peace process in Bosnia has entered a critical stage. It is imperative that the international community fully understands what is at stake in the days and weeks ahead.

The main challenge for the peace process today is to break the back of the ultra-nationalist Bosnian Serb leadership in Pale in order to end the isolation of the Serbs of Bosnia. In essence, it is about saving the Bosnian Serb state from itself.

In late spring last year, the Bosnian Serbs' then prime minister, Rajko Kasagic, was sacked by Radovan Karadzic, then president, with arguments nearly identical to those now being used against President Biljans Plavsic. Mr Kasagic was accused of being a "soft Serb", and I, the High Representative in Bosnia was accused of staging a coup in the Bosnian Serb state, the Republika Srpska.

That crisis led to the disappearance of Mr Karadzic from the visible leadership of the Serb republic and to the elevation of Mrs Plavsic as president. She was chosen because of her loy-

Personal View • Carl Bildt

The coming crisis in Bosnia

The international community must act against Serb hardliners to give the country the chance of a lasting peace

ality to Mr Karadzic but soon demonstrated her independence of mind and her determination to pursue her own aims. Gradually, she started to see how destructive were the policies of the five "Ks" – that is, of Mr Karadzic, of Momcilo Krajcnik (the Serb member of the Bosnian presidency), of Dragan Kalinic (president of parliament), of Gojko Kljkovic (prime minister) and Dragan Kijak (police chief). Mrs Plavsic came to realise they were leading the Republika Srpska to catastrophe, partly in economic and social terms and partly over the issue of the Breko corridor linking the Banja Luka area with eastern Bosnia.

As she made her views widely known, and as the relationship between her and the international community started to become closer, the Pale leadership acted against her. In coordination with the Serbian presi-

dent, Slobodan Milosevic, a clumsy attempt was made to arrest her. When this failed, they planned direct police action in her stronghold of Banja Luka, only to be pre-empted by the action of the police in the area who remained loyal to Mrs Plavsic.

This started the second stage of the power struggle, which is now ending. Having taken control of western Republika Srpska – which means control of police and TV – the Plavsic camp found itself widely supported in the Breko corridor and north-east Bosnia. Her supporters inside the ruling SDS party and the police started to consolidate their positions.

This was a deadly threat to the hardliners in Pale. They risked being isolated in eastern Bosnia. And they staged a brutal counter-attack against Mrs Plavsic and international representa-

tives alike. Organised thugs and orchestrated acts of terror were used in a campaign that forced the UN police force out of key areas and had the US troops of SFOR, the Nato-led peacekeeping force, running for cover, military as well as political.

The climax came when SFOR, in a disgraceful deal, handed over a key TV transmitter in the Bijeljina area to the Pale hardliners, thus effectively securing their victory in this key territory.

Thus encouraged, the Pale hardliners tried to stage a coup against Mrs Plavsic. At a key SDS leadership meeting last Friday, Radovan Karadzic issued a written directive accusing key party members of failing to be ready to risk their lives in the battle against the elected President. Buses filled with plainclothes police terrorists were prepared to go into action. But it

all ended in failure thanks to the Banja Luka police, the reaction of the public and the action of SFOR to disarm the terrorists. The KS had to leave Banja Luka in defeat and disgrace.

But this is just the end of the beginning. The conflict is bound to escalate.

Mr Karadzic has ordered his supporters to be prepared to risk their lives in battle. And Mr Milosevic can hardly risk losing the Republika Srpska to less authoritarian Serb leaders allied with the democratic opposition in Belgrade. Much is at stake for the leadership in Pale and Belgrade. Some of them fear defeat more than they fear death.

With their policy in Breko, the Bosnian hardliners have abandoned all pretence of respect for the Dayton peace accord. If the Pale camp were to prevail against Mrs Plavsic, an armed confrontation with the interna-

tional community would be unavoidable. It would then be virtually inevitable that Breko, which is now part of Republika Srpska, would have to be given to the Muslim-Croat Federation – and that handover would precipitate the sort of armed confrontation that could destroy the Republika Srpska and might well lead to loss of life for the Nato forces.

Decisive action now to protect the legal president would be far less risky than this alternative. Nato has been hesitating for much too long.

It should not be difficult to gain control of key TV transmitters and make certain that they are not used exclusively by one side. It should not be beyond the capabilities of Nato to disarm the so-called special police of the hardliners. And it is becoming increasingly necessary to match rhetoric with reality and appre-

hend key suspected war criminals indicted by the Hague Tribunal.

True, there might well be turmoil associated with these actions. But to shy away from them now is to pave the way for a choice between even worse options later on.

Last-minute manoeuvring over the terms for local elections this weekend are only a prelude to a bigger struggle over how to implement their results. With the possibility of Muslims winning Srebrenica in Republika Srpska and Serbs taking back Croat areas in western Herzegovina, there will be ample work for the international community.

There is a need for decisive action. The time for empty rhetoric or empty gestures – like moving fighter bombers between European countries as a reaction to mob violence in Bosnia – has gone. What is needed are soldiers on the ground ready to take risks for peace and democracy. That is why we have soldiers in Bosnia.

The author was formerly the European Union's High Representative in Bosnia and is chairman of Sweden's Moderate Party

FINANCIAL TIMES

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Friday September 12 1997

Japan on a knife edge

The figures for Japanese gross domestic product in the April-June quarter were bound to be weak, given the buoyancy of spending in the previous quarter in anticipation of April's fiscal tightening. Even so, a contraction in real GDP of 2.9 per cent, equivalent to an annualised rate of more than 11 per cent, is a dismal outcome against a background of booming exports.

The implication is that the Japanese economy was running out of growth even before the financial crisis in south-east Asia started to have an adverse impact. The government's official forecast of growth of close to 2 per cent in the fiscal year to March 1998 thus looks unlikely to be achieved, notwithstanding hopeful noises from officials in Tokyo.

The conclusion must be that the decision to embark on fiscal tightening before consumer confidence had been properly restored was badly misconceived. Having failed to use the breathing space provided by the fiscal boost in mid-decade, the government is now uncomfortably boxed in, with the weakening of the dynamic Asian economies adding to the pain.

East Asia accounts for close to 40 per cent of Japan's foreign trade. Its exports to the region are greater than its exports to the US. East Asia also absorbs the greater part of the Japanese banking system's foreign lending. As the rash of currency crises and competitive devaluations hit the trade partners of the devaluing countries, Japan will be the most notable victim.

In policy terms, Japan's options are now hopelessly restricted. The current account of the balance of payments has

been rising at a rate that has already prompted US warnings against yen depreciation - the obvious escape route - along with demands for domestic stimulus. Coming after Bill Clinton's triumphalism over the US industrial renaissance, this defensive stance on trade looks paradoxical to the point of disingenuousness. But it is no less real for that.

Nor, given the commitment of Ryutaro Hashimoto, the Japanese prime minister, to fiscal retrenchment, is there much chance that US pleas will meet a sympathetic hearing when Larry Summers, US deputy treasury secretary, dispenses his wisdom to the Japanese in Hong Kong next week. The fiscal position is anyway serious.

The consequence will no doubt be that the Japanese will emphasise the strength of their commitment to deregulation, a structural remedy that will add stimulus only in the long run. And as usually happens when policy offers no solution, markets will provide a safety valve. Further depreciation of the yen looks inescapable.

The benign aspect of this outcome will be that a strong dollar will continue to restrain inflationary pressure in the US and underpin the bond market. The less attractive implication is that the scene is set for a nasty bout of trade friction, combined with potentially lower economic growth in the US.

This is not a cheerful prospect. Among other things, it suggests that the potentially deflationary impact of a rash of competitive devaluations should be firmly on the agenda at the forthcoming International Monetary Fund meeting in Hong Kong.

Swedish left

The conference of Sweden's Social Democratic party is looking depressingly atavistic. Instead of building on its success with fiscal stabilisation to launch needed structural reform, the party is embracing tired socialist shibboleths.

The philosophy of the party has always been to combine fiscal prudence with high public spending. Thus the success of the SDP in lowering the fiscal deficit, from a peak of 12.3 per cent of gross domestic product in 1993 to a forecast of around 2 per cent this year, is consistent with its history. The scale of the task was exceptional: the priority accorded to it was not.

Yet far more is needed to make the Swedish economy successful than eliminating an unsustainable fiscal deficit, however necessary. The big failings are both long standing and structural. To these, unfortunately, the SDP appears to be unwilling to respond.

The salient feature of past performance has been slow growth. The Organisation for Economic Co-operation and Development and the World Bank show that Sweden's real income per head (at purchasing power parity) fell from third to 17th in the world between 1970 and 1995 (with a few small countries excluded from the count).

Until the late 1980s, Sweden could point to low unemployment. This is no longer the case. The OECD's standardised unemployment rate was 10.9 per cent in May, while the share of the population of working age in jobs fell from 84 per cent in 1990 to 73 per cent in 1996.

If Sweden is not to fall further behind, it needs the growth that only a dynamic private sector can provide. Sustainable increases in employment depend on exactly the same thing. Yet such dynamism is most unlikely to emerge in a country where, after several years of alleged austerity, public spending still accounted for 65 per cent of GDP last year.

True, the SKRbn (\$5.4bn) proposed increase in spending is only 0.5 per cent of GDP. Similarly, the plan to impose a retrospective wealth tax on shareholders of companies that have left the Stockholm stock market's main listing is merely an anti-avoidance measure. Yet neither action indicates awareness of the true challenge. Sweden cannot afford to increase public spending or penalties on shareholders. Until policy-makers understand this, Sweden's long-term underperformance will continue.

Wage inflation remains subdued. There is also some evidence that consumers are becoming more cautious in spending windfall gains from building societies. At the same time, manufacturing output, although depressed by sterling's strength, has held up better than many expected.

These are only hints of a gradual slowing down. There are still dangers on either side: of excessive inflation if demand is not curbed, or of recession if monetary policy is too tight. So far, though, it looks as if the Bank may have put its chips on the right squares.

Steady at seven

The Bank of England did just what it promised yesterday: nothing. And there are signs that it will be proved right in halting the recent rise in interest rates at 7 per cent.

It said a month ago that it did not quite know where the economy was heading and wanted to pause for new data. It is plainly too early to be sure of the effects of the four quarter-point rises in rates since May, but most of the recent indicators point in the right direction.

Exporters may think that the 6 per cent depreciation of sterling since the beginning of August was too little and too late compared with its 27 per cent rise during the previous 12 months. But the Bank has modest grounds for celebration.

The new Monetary Policy Committee's announcement last month that interest rates would stay put for a while was clearly meant to be heard by the foreign exchange markets. It was also intended, no doubt, to reassure Tony Blair, the prime minister, that the Bank was not trying to defeat inflation with a scorched earth policy.

In marking down sterling, the markets have probably been more influenced by the belief that recovery in Germany and France will lead to a rise in con-

tinental interest rates. But no matter: if sustained, sterling's fall against the D-Mark will clearly make the setting of UK monetary policy slightly less difficult.

Meanwhile there have also been optimistic signs that domestic demand may be coming off the boil.

The latest survey by the British Retail Consortium showed a marked deceleration in the growth of spending in shops, although the annual rate of increase (3.9 per cent) is still quite high. House price inflation may be easing and house building starts are somewhat weaker.

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Heads they win

The next few months will determine whether and how European economic monetary union will proceed, says Lionel Barber

Europe's project to launch economic and monetary union on January 1, 1999 is moving rapidly into a fascinating end-game.

The scene shifts tomorrow to the spa town of Mondorf-les-Bains, Luxembourg. There European Union finance ministers and central bank governors will seek to reinforce the impression that progress toward the single currency - the euro - is irreversible.

So far they have succeeded, brilliantly. Over the past two years, as the Emu blueprint has unfolded, sceptical financial markets have turned into converts. Big business and the banks are investing heavily in preparation. A sense of calm resolution prevails among the technicians.

Yet the political ramifications of Emu remain as contentious as ever. In Germany, the cornerstone of a future monetary union, debating the pros and cons of giving up the D-Mark is no longer taboo. A growing number of politicians on the Left and Right are floating the idea of a delay if the Emu entry criteria are fudged.

The German debate has become so feverish that Jacques Santer, the president of the European Commission, lashed out this week against the "diatribe of doubt" affecting Emu. "The end is in sight," he said, "and it's not the time to frighten people about the solidity of the single currency."

So will the calm in the financial markets continue, allowing EU leaders to steer their project to a successful conclusion? Or will events conspire against the odds to force a last-minute delay?

The grounds for thinking there will be no delay are three-fold. First, economic growth is picking up. The recovery is no US-style boom, but most forecasters reckon that the EU could see 3 per cent growth in 1998. Euro-gloom is lifting.

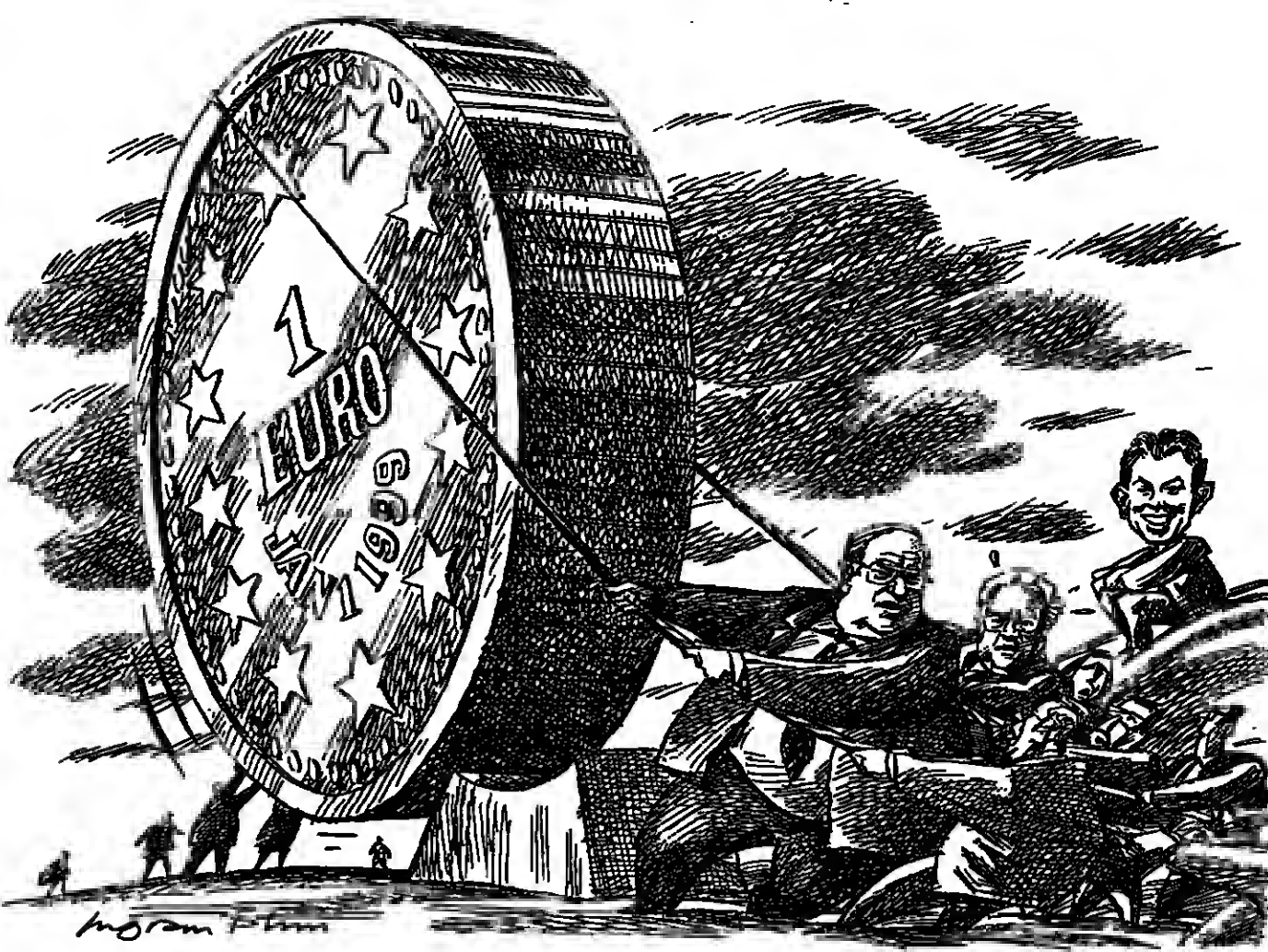
Second, EU economies are converging. The average rate of inflation, at about 2 per cent, is the lowest in almost 20 years; only Greece is expected to show consumer price inflation of more than 3 per cent in 1997.

Fiscal convergence is almost as impressive. Five countries - Denmark, Finland, Ireland, Luxembourg, and the Netherlands - registered public sector deficits in 1996 under 3 per cent of GDP, which was one of the principal targets for countries wishing to join the single currency. All the other member states will be close to - or under - the Maastricht benchmark in 1997, except Greece.

Italy is perhaps the most impressive performer. As a share of GDP, the deficit is at its lowest level since 1971. Last summer, long-term interest rates reached their lowest level since 1974. Officials in Brussels estimate that, provided the government starts to tackle pension reform in its 1998 budget, Italy has a serious chance of being a founder member of Emu.

Third, the political will driving monetary union forward looks as strong. Chancellor Helmut Kohl of Germany has sacrificed places for faster political integration in the EU, preferring to stake all on Emu. The prime ministers of Belgium, Italy and Spain have declared their policies to be "Emu or bust".

The swing country is France.



After the Left's victory in the French parliamentary elections last May, the new coalition government headed by Lionel Jospin appeared to waver over Emu. The extra spending cuts it seemed to require looked like being too much to swallow for Socialists fresh from a campaign against the austerity programme of the previous Gaullist government.

But economic growth and stronger tax revenues appear to have let the coalition off the hook. Dominique Strauss-Kahn, the finance minister, has coaxed Mr Jospin to support the goal, long held in France, of using monetary union as a tool to discipline the Bundesbank's *de facto* power to set interest rates across the EU.

Ironically, it is in Germany that doubts still exist about meeting the Maastricht criteria in 1997. Germany's debt is rising, largely because of the costs of unification. Theo Waigel, the finance minister, has dug himself into a hole by pledging that the 1997 deficit would meet the criterion of 3 per cent of GDP to the decimal point.

A year ago, that promise looked like a ruse to keep out suspect southern economies such as Italy, but record unemployment and lower-than-expected growth is playing havoc with German tax revenues. Mr Waigel's plan to revalue the Bundesbank's gold reserves in 1997 punctured the belief among ordinary Germans that their government would not resort to accounting trickery to qualify for Emu.

The public uproar that forced the government to modify this plan has contributed to a collapse in the authority of Chancellor Kohl and a failure of nerve in Germany's political establish-

ment. Though things could change, Germany's omens for Emu do not look good. The election season has begun. Politicians are hunting for votes in the regional elections and the general election in September 1998. Some, such as Gerhard Schröder of Lower Saxony or Edmund Stoiber of Bavaria, are using talk of a delay in Emu to weaken the Chancellor who is seeking an unprecedented fifth term.

What makes the situation unpredictable is that the German election campaign risks spilling over into an Emu decision-making timetable, which already leaves little room for misadventure.

By the end of February 1998, the Commission and the European Monetary Institute should receive final and definitive data for EU member states economic performance for 1997.

At the end of March, the EMU, and Brussels will produce reports on the state of convergence and offer recommendations on which countries they judge to have met the Maastricht criteria.

Over the next six weeks, national legislatures, including the Bundestag and the European Parliament, will debate the EMU and Commission reports.

In early May 1998, EU leaders will meet under the (irony of ironies) British presidency to select the founding members of Emu. At the same time, EU finance ministers and central bank governors are expected to announce the method of fixing the conversion of national currencies into the euro.

On January 1, 1999 Emu members will lock their exchange rates together irreversibly and

the future European central bank will operate a single monetary policy throughout the euro zone.

What spokes might get stuck in this rolling wheel? The first tricky period will be between publication of the EMU and Commission recommendations and the final political decision on Emu in May. The second danger zone runs from May to January 1, 1999 when the markets need to be convinced that the final selection of Emu members and the conversion rates into the euro are credible.

Jean-Claude Juncker, the youthful prime minister of Luxembourg, sees the conversion rate issue as the billion-euro question. He will chair the debate in Mondorf tomorrow, and the outcome should give some important clues as to how ministers and central bankers intend to play the Emu end-game.

One minority view is that EU leaders should launch a pre-emptive strike, catching the markets on the hop by setting an early conversion rate. But the majority view is leaning in favour of declaring that the central rate in the European Exchange Rate Mechanism will be the rate of co-conversion, and waiting to see what the market views as parties next May.

The latter option would amount to a big change in thinking since the "currency wars" of 1992-93 when EU central banks fought in vain to defend exchange rate parities. "The world has changed, you cannot wage war against the markets," says one Commission official.

"You have to find a consensus." The idea of a permanent dialogue with the financial markets can be extended to the choice of members. If the selection is credible, so the argument goes, the

markets will remain calm. But if political calculations outweigh economic fundamentals, there is a risk of chaos.

Two conclusions follow. First, the margin for manoeuvre for EU leaders in May 1998 is extremely limited. The Germans would find it virtually impossible to discard independent professional recommendations declaring Italy to have met the criteria. It would be the contemporary equivalent of a declaration of war.

Second, the Italians - or any other country judged to have fallen short - will find it virtually impossible to muster a majority in favour of entry. Even countries such as France, which favours early Italian entry, would find it difficult to carry the day.

Even if the Emu end-game is carried to a successful conclusion, that does not resolve the underlying political tensions in the Emu project. For the divisions on how France and Germany view the operation of Emu remain profound.

France sees a broad-based Emu as a new political-economic force to challenge the US. It is pressing for political influence over the euro's exchange rate policy and wants firm commitment to a pro-growth, pro-employment policy in the post-Emu world.

Germany remains fixed to the principle of an independent central bank judged to price stability in a euro zone where countries would be committed to near-automatic fiscal discipline. It is suspicious of calls for a "new European economic government".

These differences are certain to surface in the coming months, but for the moment Europe's monument for the millennium looks increasingly like it will be completed on schedule.

OBSERVER

Treasury trove

Stand by for puffs of white smoke spiralling above the UK Treasury as contenders emerge to replace Sir Terry Burns, the most powerful civil servant in the department that holds the government's purse-strings.

It's by no means certain that Burns - the chief architect of a recent internal Treasury shake-up - is on his way out, but he hasn't proved the most popular currency in the basket with new Labour party finance minister Gordon Brown.

The result is that the government gossip machine is in overdrive. If he does move on, the job is sure to attract big-hitters from other departments. Andrew Turnbull, now at environment and a recent, unsuccessful, contender for the pivotal post of Cabinet Secretary, is one name to be in the frame. Former Treasury official Rachel Lomax - who did a stint at the World Bank and is now the top civil servant at the Welsh Office - is another possibility.

From inside the Treasury itself there are two obvious candidates: Nigel Wicks, international finance director, and Gus O'Donnell, once chief spokesman to former prime minister John Major and now

the Treasury's man in Washington.

The dark horse is Steve Robson, director of finance, regulation and industry. Regarded as a hatchet man with a heart of gold, Robson is credited with doing much of Burns's dirty work during the department's recent reorganisation. Something of a rising star, he's just been promoted to the rank of second permanent secretary - a good jumping-off point for the top job.

Chinese Burns

After the handover, another handover. Francis Cornish, Britain's consul general, is set to leave Hong Kong by the end of the year, and is due to be replaced by Sir Andrew Burns, deputy under-secretary of state at the Foreign Office.

The changing of the guard soon after July's transfer of sovereignty suggests Britain feels things are going pretty smoothly in its former colony. But the appointment of a senior diplomat, a former ambassador to Israel, should provide a safe pair of hands - just in case. Burns, like Cornish, is a former head of the Foreign Office news department and while no Sinologist, he has experience of dealings with Beijing. Having headed the British delegation in tortuous talks over the funding

for Hong Kong's new airport, he will certainly be hoping for a smoother ride when he jets into the territory.

Card game

The credit card industry has been telling the world for years that the cashless society is at hand. Yesterday, it was Visa's turn to proclaim another step towards the new dawn, and it duly ratcheted up the level of hype.

It had hired the Rainbow Suites, 60 stories above Manhattan in the Rockefeller Plaza. It had called in all its global directors, and assembled them to jostle with a large chunk of the New York press corps. And they were all there to witness - the first transaction with Visa's new Roskard, a debit card due to be piloted by Inkombank in St Petersburg (Russia, not Florida) this month. The world's press watched video screens as a Visa executive chose between an Inkombank T-shirt and a set of Russian dolls. Truly the world will never be the same again.

Visa does have another card up its sleeve - in case, somehow, the cashless society hasn't arrived by 2002, when a new single currency is supposed to replace cash in some European countries. The new-look cash will cause such confusion that

Europeans will reach for their trusty Visa cards instead, bringing the dawn at last.

Papal bullseye

Pope John Paul II might not be expected to play a part in the Philippines elections next year. But an attempt is being made - by the president of the Philippine Constitution Association, no less - to drag him into the fray.

Ezequiel Garcia has written to His Holiness asking him to restrain Cardinal Jaime Sin, the country's most famous bishop who likes to dabble in politics. Garcia accuses Sin of sowing division and encouraging civil disobedience.

The Church retains great influence in Asia's only Catholic country. But many believe Sin, who found fame in 1986 when he urged Filipinos to take to the streets against the tanks of Ferdinand Marcos, has overstepped the mark with recent vitriolic attacks on President Fidel Ramos and suggestions of impending martial law.

Sin likes to pose as guardian of Philippine democracy, and his popularity will be tested at the September 21 rally he has called with ex-president Corason Aquino. A lot of people will be glued to their television sets to assess the turnout: maybe the Vatican will be tuned in too.

Financial Times

50 years ago

Marshalling The Dollars

The main preoccupation of American statesmen at present is the problem of bridging the "Marshall Gap" - the time interval between the exhaustion of Europe's immediate dollar resources and the launching of full-scale Marshall Aid. The original timetable envisaged the re-assembly of Congress next January and the initial implementation of the Marshall proposals in the spring. But all the available evidence proves overwhelmingly that American aid will be needed long before that if Europe is to get through the winter without a slump in its living standards to levels that would have incalculable political and economic repercussions.

Java Sugar Crop Prospects. Amsterdam, 11th Sept. It is expected that this year a sugar area of 12,000 hectares will be planted in Java with an estimated crop of 70,000 tons. Productive apparatus of undamaged sugar factories can cope with 250,000 tons. A more normal sugar crop is expected in 1949. It is estimated that in Eastern Java 50,000 hectares of rubber estates are undamaged. About 10 per cent has been lost. Practically undamaged, 70 rubber factories in that area will be able to deal with the production without difficulty.

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US chief executives stand firm on companies' freedom of action

By Richard Waters
in New York

Chief executives of some of the biggest US corporations yesterday insisted companies should retain freedom to run their affairs as they saw fit.

But the Business Roundtable, which represents more than 200 large companies, did propose regular reviews by non-executive directors of the performance of the chief executive, and a number of other suggestions reflecting rising expectations of corporate governance.

The emphasis on companies' freedom of action effectively took a stance against a recent proposal from Calpers, the California state pension fund, a champion of investor activism.

The proposals add to the growing stack of rival views covering how companies choose and reward their direc-

tors and how their boards operate. These have prompted a behind-the-scenes tussle over whether shareholders should have direct involvement in how companies are run.

"Form is less important than substance in how a board works," Mr Walter Shipley, chairman of Chase Manhattan and head of the Business Roundtable group that produced the paper, said yesterday. "You can have all the form in the world, but if the relationship between the board and the CEO breaks down, the company's shareholders will suffer."

The paper from the Roundtable follows a proposal earlier this year for far stricter guidelines on corporate governance from the California Public Employees' Retirement System. Calpers made waves in corporate circles when it suggested widespread adoption

of such things as term and age limits for board directors, though its own board is currently reconsidering the guidelines and has yet to adopt them.

"We don't think the one-size-fits-all philosophy makes sense," said Mr Shipley. "Companies at different times have different needs."

The Roundtable's paper drew a muted response from the Council of Institutional Investors, a group representing institutional investors like Calpers which has been among the most aggressive in forcing individual companies to change their corporate governance practices.

"If they're not going to set up a rigid standard of best practices, they ride around it," said Peg O'Hara of the CII. She added, though, that the Roundtable's views were likely to carry more weight in corporate

circles than those from institutional investors, and so could help further the adoption of good boardroom practices.

Despite taking a very different philosophical approach to boardroom behaviour, the Roundtable's latest paper on corporate governance - its first since 1990 - nonetheless reflects the shift that has taken place in expectations of good practice this decade.

The group recommends, for instance, that a company's independent, non-executive directors meet at least once a year outside the presence of its chief executive. It also proposes that independent directors review a chief executive's performance formally.

Statement on Corporate Governance. The Business Roundtable. www.brttable.org.

See Lex: Warning over transparency, Page 2

Japan GDP

Continued from Page 1

edged that the recent sharp rise in the Japanese current account surplus would be discussed at the G7 meeting, but said he would explain that the rise in the surplus was probably over. "Lately it's true that our external surpluses have been rising sharply compared with the year earlier. I don't expect that trend to continue," he said.

Private consumption in the April-June period was 5.7 per cent lower than in the previous quarter.

Microsoft

Continued from Page 1

recognise individual words, but "understand" them, using contextual clues.

Already, researchers have demonstrated computer recognition of continuous speech with an accuracy of over 90 per cent.

To date, however, most of Microsoft's speech research has focused on the English language. Applying the research to other languages will involve gathering billions of examples of words and how they are pronounced in each language and various dialects and accents. L&H is a specialist in this area and will collaborate with Microsoft.

"For the past several years Microsoft has made great progress toward a vision of the personal computer that can interact with users via spoken language," said Nathan Myhrvold, Microsoft's chief technology officer.

Microsoft is paying just over \$32 a share for its stake. Shares in L&H gained more than \$4 in early trading on Nasdaq yesterday and were trading at \$36 at lunchtime following the announcement.

Jump in currency revenues defies downturn forecasts

By Simon Kuper

Foreign exchange revenues jumped at almost all large European banks in the first half of 1997, confounding last year's belief that the currencies industry had embarked on a long downturn.

Deutsche Morgan Grenfell and Swiss Bank Corporation raised currencies and related revenues by 40 per cent over compared with the same period in 1996. Most UK commercial banks reported turnover growth of at least 20 per cent. ABN Amro had a 10 per cent increase.

Earlier this summer, most US banks reported strong advances. The figures were collected from interim reports by the magazine FX Week.

A year ago, many thought revenues would never rebound. European economic and monetary union seemed set to wipe out as many as 11 currencies. New electronic trading systems had cut margins and apparently reduced volatility. Banks fired an estimated 1,000 currencies traders. This year, volatility recovered

Revenues in the first half up by 40% for some European banks

sharply, leading to a surge in revenues. The rise in the dollar helped volatility in leading exchange rates to double from last year. Emerging markets turnover rose, partly because of this summer's Asian currencies crisis.

Nick Beecroft, head of global spot and proprietary foreign exchange trading at Deutsche Morgan Grenfell, said: "There's been a lot going on. We could hardly have asked for more."

Profits were also helped by job cuts in 1996 and 1997, and the dollar's rise against European currencies has flattened reported revenues of European banks as they translate dollar income into home currencies.

Marc Hotimsky, global head of fixed income and foreign exchange at CSFB, said: "It took European banks a long time to understand they had

too many people trading European currencies against one another. A lot of them have got their act together and reduced staff, time, investment and capital they devoted to European currencies."

Today demand for traders and analysts is strong again, particularly on emerging markets desks.

DMG, which has invested heavily in emerging markets, reported a 40 per cent rise to DM441m (\$244m) in its proprietary trading revenues, from currencies, metal and foreign notes, compared with the first half of 1996.

Swiss Bank Corporation reported a 43 per cent surge to SF752m (\$400m) in foreign exchange and bank notes revenues for the first half. HSBC Holdings, the UK bank, raised its foreign exchange dealing income by 26 per cent to £243m (\$414m). National Westminster saw a 23 per cent revenue rise to £139m. In the Netherlands, ABN Amro raised foreign exchange dealing revenue by 10 per cent to F140m (\$92m).

Currencies, Page 25

Tabacalera reclaims leadership in cigars

Continued from Page 1

list for early next year. It says this is the biggest acquisition it has ever undertaken.

César Altierra, a former stockbroker who became chairman last year, said more than half the purchase price would be debt-financed. Details have yet to be finalised.

He said he had set out with the objective of making Tabacalera "the number one cigar company in the world".

It had secured this position in volume terms, making it "the only cigar multinational", he said. The purchases would bring it two factories in the US and two others producing hand-made cigars in Honduras and Nicaragua.

The acquisitions will form part of Tabacalera Cigars International (TCI), a recently formed offshoot. They are expected to have sales of \$178m this year and \$203m next year.

They should generate profits this year of \$42m before tax, depreciation or interest charges. This figure is forecast to rise to \$50m next year, when the acquisitions will be consolidated into group results.

Tabacalera says that, with Havatampa, it will have a world market share of almost 11 per cent. It puts its share in the US at 7.5 per cent of premium cigars, 27.5 per cent in "mass" brands and 10 per cent of small cigars.

THE LEX COLUMN

Business on board

Corporate governance should not be reduced to an arbitrary checklist of rules. That is the view of the Business Roundtable, a US big business forum, which published its corporate governance report yesterday. And very sensible it is too - as far as it goes. Detailed governance agendas, badly needed in some European countries, may be less appropriate in America. After all, most boards already have powerful independent directors and US shareholders are aggressive by international standards; the huge teachers' pension fund is currently targeting HJ Heinz precisely for its lack of independent non-executives.

Still, it should be possible to find a middle way between the formulaic rules advocated by the likes of Calpers, the California public pension fund, and the Business Roundtable's insistence that companies should be able to do as they please. Appointing a clear leader among the independent directors, for instance, would give shareholders an important control point in case of trouble. Restricting the ease with which companies can institute takeover defences without shareholder approval also looks overdue. And while paying executives in shares and options is laudable, companies should introduce performance hurdles for these awards. Otherwise a rising market can bring exceptional rewards for mediocre achievement. With corporate governance increasingly a factor in global investment decisions, the US cannot afford to be left behind in the debate.

BOT-Mitsubishi

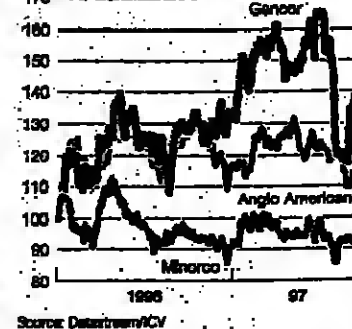
Japan has been trying to sweep its bad loan experience under the carpet for too long, assisted by lenient disclosure standards. Now the veil is finally lifting. More rigorous disclosure standards only come in next spring, but yesterday's announcement from Bank of Tokyo-Mitsubishi, pre-empting the new rules, gives an inkling of what lies ahead. The upshot is a ¥1,000bn (\$8.2bn) provision, much larger than expected.

Even if this proves sufficient - and past experience suggests it may not - it hardly augurs well for other banks. BOT-Mitsubishi probably has the lowest proportion of non-performing loans of all. Moody's, the credit rating agency, believes US standards would reveal bad loan figures three times the level Japanese banks own up to. Moreover, unlike BOT-Mitsubishi,

FTSE Eurotop 300 index:
919.7 (-17.1)

Minorco

Share prices (rebased)



Source: DataStream/ICI

many smaller banks lack the capital strength to make big write-offs.

For banks hoping economic recovery might rescue some of their bad credits, the 2.9 per cent fall in second quarter gross domestic product was grim news. Ultimately the sector is likely to return to health only when the problem of overcapacity, which depresses returns, is addressed. But so long as bail-outs and rescue persist, that seems a distant prospect.

BTR

Another day, another British group seeks to shed the conglomerate tag. Given its string of profit warnings and terrible share price performance, BTR was clearly under greater pressure than Williams to pull a rabbit out of its hat. And the promise to sell its non-engineering businesses and use much of the proceeds for a share buyback was certainly a big rabbit. How delicious it will taste is another matter.

The strategy of becoming a focused engineering group is not quite as neat as it sounds. BTR will still consist of three big divisions and four smaller ones, with little in common except that they can all be branded engineering. BTR has yet to make the case that shareholders would not be better off with a full break-up. It is confident trade buyers will buy its non-core businesses at premium prices. One hopes so. If all it does is net £3bn, a figure suggested by some analysts, it is hard to see disposals enhancing shareholder value. The immediate effect would be to dilute earnings per share by over 20 per cent. Even if BTR bought back a quarter of its shares - to keep its debt/market

capitalisation ratio constant - dilution would still be nearly 15 per cent.

Dilution would be worth it if BTR can step up earnings growth in the remaining businesses. At present, underlying profits on the engineering side are barely growing. Ian Strachan, the chief executive, has put his head on the block by promising growth of 10 per cent for some businesses and at least economic growth plus inflation for the rest. Achieve that and BTR will merit the rating of a middling engineering stock, implying further upside for the shares of perhaps 10 per cent. Fall and Mr Strachan will probably have to go.

Minorco

No longer is it possible to disparage Minorco as a passive investment company with more money than sense. Yesterday's results show it is capable of running a tight operating ship. And there is the added appeal of some impressive projects in the pipeline - the Collahuasi copper and Cerro Vanguardia gold developments. But if the company is to graduate into the first rank of natural resource companies, it must grasp two nettles: its domicile and its asset mix.

With rival Billiton having swooped into the FTSE 100 index, Minorco's Luxembourg base looks increasingly anomalous. Clearly this continues to offer large tax benefits, so moving to London would be costly. But this needs to be set against the considerable rating potential which would flow from possible FTSE 100 membership and wider share ownership - most of the free floating shares are currently in South African hands. It would require hefty tax savings to offset a gain of, say, 10 per cent on a market capitalisation of £3bn.

Such a re-rating would enjoy a further leg up if the business was focused further. Base metals, gold and industrial minerals may belong together; paper and agribusiness are anomalies. The price of this sprawl is that the company is poorly understood and trades at a discount of 25 per cent or more to peers like Rio Tinto and Billiton. This may reduce when new projects come on stream. But while Minorco prefers the sidelines, it will be excluded from the investment mainstream.

See additional Lex comment on Centrica, Page 23

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JULY 1997

**CANARY
WHARF**
LONDON

FT WEATHER GUIDE

Europe today

A deep depression, centred to the west of Norway, will keep Scandinavia unsettled, with plenty of cloud and showers.

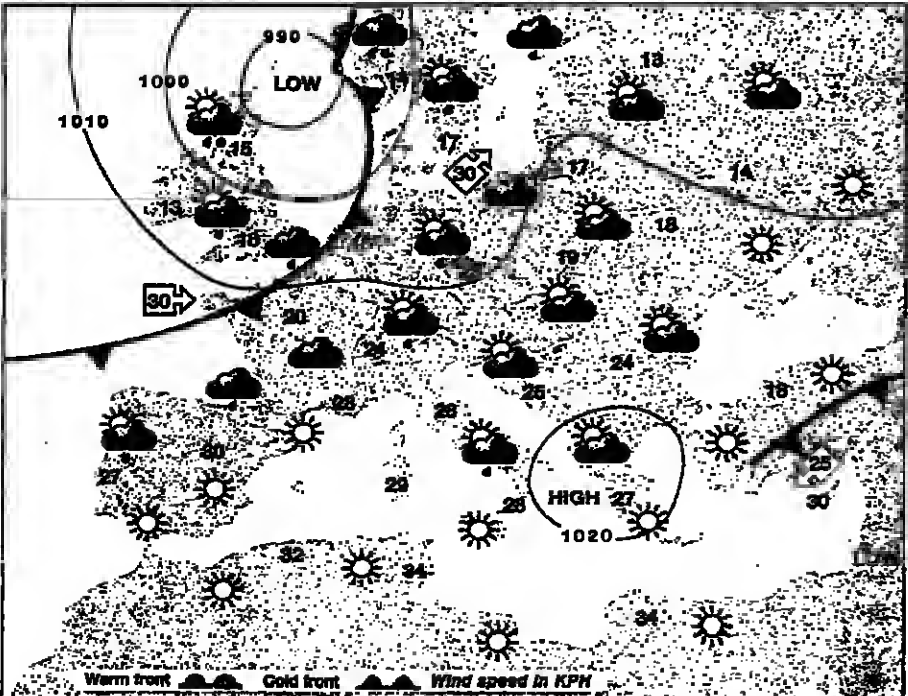
North-west Europe will be more unsettled than recently. Western France will have persistent rain. The rest of France, northern Italy, the Alps, the Low Countries and Germany will have heavy showers in the afternoon, with a risk of thunder over the mountains. Eastern Europe and most of the Mediterranean will be fine with plenty of sunshine. Northern Spain and north-west Portugal will turn cloudy, with showers in the afternoon.

Five-day forecast

Scandinavia and north-east Europe will have further showers and some longer spells of rain. It will be cool at first, but turn milder for a time early next week.

Italy and the Balkans will be showery and cooler.

North-west Europe may have showers tomorrow, but it should become sunnier on Sunday and Monday.



Situation at midday. Temperature maximum for day. Forecasts by FA Weather Centre

TODAY'S TEMPERATURES

Abu Dhabi	fair 22	Beijing	fair 22	Cardiff	showers 18	Frankfurt	showers 21	Madrid	Sunny 30	Rangoon	fair 31
Accra	sun 36	Belfast	showers 13	Casablanca	fair 25	Geneva	thunder 24	Manila	sun 30	Rio	fair 26
Algiers	fair 29	Berlin	cloudy 22	Cologne	showers 20	Glasgow	showers 13	Manchester	showers 15	Rome	thunder 28
Amsterdam	rain 16	Bombay	rain 20	Dakar	fair 31	Hamburg	thunder 19	Montreal	showers 22	S. Francisco	sun 24
Athens	sun 27	Bogota	cloudy 32	Dallas	fair 33	Helsinki	rain 18	Moscow	fair 17	Seoul	fair 26
Atlanta	sun 29	Brussels	cloudy 32	Delhi	fair 32	Hong Kong	fair 32	Mexico City	fair 24	Singapore	fair 32
B. Aires	fair 18	Buenos Aires	showers 18	Dubai	sun 40	Honolulu	sun 32	Miami	fair 32	Stockholm	rain 18
B. Hagen	showers 16	Chengdu	fair 22	Dublin	fair 14	Istanbul	fair 22	Milano	showers 22	Strasbourg	thunder 23
Bangkok	showers 36	Cairo	sun 32	Düsseldorf	rain 18	Jakarta	fair 32	Montreal	showers 22	Sydney	fair 18
Barcelona	sun 27	Caracas	sun 33	Edinburgh	showers 15	Jarvis	showers 19	Moscow	cloudy 14	Taipei	fair 28
				Faro	sun 24	Johannesburg	showers 15	Munich	fair 24	Tel Aviv	sun 31
						Karachi	sun 38	Nairobi	fair 27	Tokyo	showers 28
						Kuwait	sun 42	Naples	fair 29	Toronto	showers 21
						L. Angeles	sun 27	Nassau	showers 32	Vancouver	rain 16
						Las Palmas	sun 29	New York	showers 24	Venice	fair 22
						Lima	fair 24	Nice	sun 28	Vienna	fair 22
						Lisbon	sun 28	Nicosia	sun 30	Warsaw	cloudy 20
						Luxembourg	showers 18	Oslo	rain 16	Washington	thunder 26
						Lyon	thunder 24	Paris	cloudy 20	Wellington	rain 11
						Madras	sun 27	Perth	fair 19	Winnipeg	showers 26
								Prague	fair 23	Zurich	fair 23

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Friday September 12 1997

Week 37

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INSIDE

Barrick reacts to falling gold price

"We are not in the gold business because we are in love with gold. We are in the gold business to make money for our shareholders." So says Peter Munk, chairman of Barrick Gold, as he explains the move by the Canadian group to close four mines, write off its interest in a fifth and cut exploration spending in response to falling gold prices. Page 22

Political winds ruffle Bangkok

Bangkok investors hold their breath every time Thai prime minister Chavalit Yongchaiyudh, left, opens his mouth to speak about politics. This week the political temperature has risen sharply. The prime minister faces a no-confidence debate later this month and a parliamentary vote on Thai constitutional reform is set for early October. As the deadline approaches there are fears that reform could be blocked. Page 36

Oil concessions may lead to conflict
Turkmenistan, the central Asian republic, is offering concessions in 11 blocks in the Caspian Sea, one of the world's most promising regions for hydrocarbons exploration. But the delineation of the Caspian Sea continental shelf is still disputed among the five states bordering the sea - Turkmenistan, Russia, Azerbaijan, Kazakhstan and Iran. Page 26

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Chief price changes yesterday

FRANKFURT (DM)		PARIS (FF)	
Rhône	573 + 13	BNP	288.3 + 5.2
Wol		Chargers	390 + 23
Continental	45.25 - 1.05	Peugeot	
Hoechst	75 - 2.80	At Unipol	880 - 23
Messerschmitt	841 - 21	Omron	309 - 31
Merck	68.7 - 1.4	Sankyo	2950 - 74
Manch Road	573 - 34	SEC-Tech	308 - 32
NEW YORK (\$)		TOKYO (¥)	
Rhône	504 + 98	Rhône	1480 + 30
BEI	264 + 44	Peugeot	3330 - 170
Fluor	30 + 24	Asahi	2400 - 110
Peugeot		East	2400 - 110
Daimler	418 - 54	Juice	8020 - 110
Dow	354 - 24	Nobels	771 - 38
London	121 - 86	Yokogawa	770 - 32
LONDON (Pence)		HONG KONG (HK\$)	
Rhône	400 + 65	Rhône	4.72 + 0.32
Goodyear	35 + 4	Peugeot	
Shell	87 + 64	Asahi	7.55 - 0.25
Peugeot		Castrol	12.25 - 0.75
Peugeot		First Pacific	9.85 - 0.35
Peugeot		First Pacific	4.50 - 0.25
Peugeot		First Pacific	7.20 - 0.15
TORONTO (C\$)		BANKKONG (Baht)	
Peugeot	6.85 + 0.60	Rhône	62.30 + 6.30
Peugeot	9.50 + 0.50	Peugeot	67.30 + 2.50
Peugeot	28.50 + 2.40	Peugeot	75.00 + 6.50
Peugeot		Peugeot	41.75 + 3.75
Peugeot	0.75 - 1.10	Peugeot	31.50 - 3.50
Peugeot	25.00 - 2.00	Peugeot	18.00 - 2.00
Peugeot	48.00 - 1.50		

New York & Toronto prices at 12.30.

Tokyo-Mitsubishi in \$7.56bn loss

Bank's heavy bad debt provision raises awkward questions for rivals

By Paul Abraham in Tokyo

Bank of Tokyo-Mitsubishi yesterday said it would post one of Japan's largest ever corporate losses when it revealed results for the six months to September. The bank expects to make a net loss of about ¥800bn (\$7.56bn) after writing off bad loans of ¥1,076bn.

Tokyo-Mitsubishi, one of the world's largest banks with assets last year of ¥77,000bn, hopes the move will draw a line under its property and construction-related bad and non-performing debts.

Heavy provisions were expected, but not on such a scale. Last month, ING Barings expected Tokyo-Mitsubishi to write off ¥340bn of bad and underperforming loans.

The bank yesterday said it had suffered from unexpected failures and restructurings at non-bank financial institutions and construction companies. It also warned that the Japanese economy had not recovered as expected, predicting that interest rates might have to rise.

The size of the provisions raises awkward questions about the extent of bad debts at other less financially secure banks. Tokyo-Mitsubishi's move will put pressure on its rivals to make similar provisions, but few have the strength of Tokyo-Mitsubishi, which is the leading financial institution in Japan's biggest *keiretsu* corporate grouping.

The bank is also among the least exposed to the property market. ING Barings estimates only 10.4 per cent of its loans are to real estate or construction companies. Despite the losses, the credit agency Moody's maintained Tokyo-Mitsubishi's ratings at Aa2 for its deposits.

In all, the bank has put aside reserves of ¥1,300bn, equivalent to more than 100 per cent of its ¥1,270bn worth of declared bad and non-performing loans. It said there would be no need to raise additional equity following the provisions. Its risk-adjusted capital ratio would still be 8.3 per cent at the end of the month, above the internationally accepted minimum. It expected the ratio to rise to 8.6 per cent by the end of March 1998.

The bank expected to make a non-consolidated operating loss of ¥880bn for the six months to September, against the ¥50bn profit it had previously predicted. For the full year, it predicted net losses of ¥750bn against its previous target of a ¥50bn profit. The bank said it intended to maintain its dividend.

The bank said it also planned to restructure, cutting staff from 19,304 to 17,000 by 2000 and the number of branches from 384 to 327. "This will bolster Tokyo-Mitsubishi, without doubt. The bank's willingness to accept losses on that scale demonstrates its strength," said Masaru Kakutani, a director at Moody's. "The other banks will have to decide over the next few weeks whether they can afford to follow its lead in clearing the decks."

Eventually, Japan's banks will be forced to disclose the scale of their problems. Regulations to be introduced in the spring will make banks assess bad debts more realistically and oblige them to set aside reserves for problem loans.

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Thomson-CSF and joint Daimler-Benz/BAe bid beat GEC and Alcatel

Siemens draws up final list of two for defence electronics sale

By Graham Rowley in Frankfurt, Ross Tieman in London and David Owen in Paris

Siemens, the German engineering group, yesterday narrowed the list of contenders to buy its defence electronics business to Thomson-CSF and a joint bid from Daimler-Benz and British Aerospace.

The surprise decision excludes the UK's General Electric Company, which had been thought one of the front-runners, along with Alcatel, the French engineering group. But analysts believe GEC, whose managing director, George Simpson, is seeking to expand the group's core defence arm, could later strike a deal with Thomson over some of the assets if the French group succeeds with its bid. GEC executives insist the decision will have no bearing on separate talks between Siemens and GEC about the future of GPT, their telecoms equipment manufacturing joint venture.

Siemens told its workforce on Wednesday that it had narrowed the shortlist for the sale down to BAe and Daimler-Benz Aerospace (Dasa), and Thomson-CSF. Dasa yesterday had no comment.

Negotiations with the two remaining bidders are to resume on Thursday. Due diligence is to begin on Monday, Siemens said. A winner would be decided by September 30, the end of the group's financial year.

The business, which includes the military radar and radio activities formerly owned by Plessey, also has defence electronics businesses in Germany and some activities in Australia. It had annual sales last year of DM1.6bn (\$890m) and made a pre-tax profit of around DM60m. The business employs more than 3,000 people in the UK and has a workforce of about 2,000 in Germany. Analysts estimated that the sale could raise as much as DM1bn.

The business was offered for sale by Siemens in February after the UK Ministry of Defence cancelled an order for an electronic warfare system after £50m (\$79.5m) had been



Engineering group Siemens focused on two shortlisted bids for its defence electronics business

spent on its development. Morgan Stanley, the US investment bank, was retained to advise on the disposal and to draw up a list of bidders.

The disposal is part of Siemens' strategy to build up its UK civil manufacturing operations. The business was also seen by Siemens as too small to fit into its international activities, which are focused on telecommunications, transport and power generation.

Heinrich von Pierer, Siemens' chief executive, has taken steps recently to sell smaller divisions to focus on what he has called the company's "core competences". The decision to sell also follows a downturn in government defence spending and pressure for consolidation in the European defence industry.

Thomson-CSF has significantly expanded its European presence, acquiring companies with a combined turnover of FF15bn (\$2.46bn) since 1990. In June, it announced a joint venture teaming its air traffic management activities with those of Siemens.

Yesterday's shortlisting comes at a time when the European defence industry is still awaiting details of the new French Socialist-led government's plans for the company following the abandonment of the previous centre-right administration's attempts to privatise it.

Lower costs and exchange rates boost Renault results

By David Owen in Paris

Renault, the French carmaker, yesterday announced a strikingly improved first-half performance, with net profits climbing to FF1.67bn (\$276m), up more than tenfold from the FF158m reported a year ago.

The improvement was partly due to special items such as a FF149m capital gain and a FF169m credit for current and deferred taxes. Nonetheless, the group's operating profit of FF364m, against a FF225m first-half 1996 operating loss, was above expectations.

"It is a tremendous turnaround," said John Lawson, a London-based analyst with Salomon Brothers. "There were positive surprises on both cars and trucks."

The company, which reported a severe 1996 loss of FF6.2bn partly owing to provisions for the controversial closure of its Vilvoorde plant, attributed the faster-than-expected upturn to a number of factors.

These included lower costs, a better product mix and favourable exchange rates. The improvement came in spite of a slump in the group's domestic car market. This cut Renault's overall European market share from 9.8 per cent to 9.4 per cent and meant that the group sold fewer vehicles worldwide - 905,000 - than in the first six months of 1996.

Renault said, in what some regarded as a downbeat projection, that the 1997 results, excluding capital gains from disposals, "should be positive". The automobile division trimmed operating losses from FF521m to FF162m, enabling the group to maintain its objective of returning the unit to breakeven for 1997.

This reflected the success of Renault's Mégane Scénic multi-purpose vehicle, as well as the new Safrane and Espace models. The company said it expected the FF2.8bn provision for the Vilvoorde closure to be "globally sufficient to cover future costs".

Commercial vehicles recorded a first-half loss of FF216m, against profits of FF28m a year earlier, and a second-half 1996 loss of FF731m. This was blamed on the situation in Europe, where the group was hit by a drop in billings and the effects of a price war, resulting in tighter margins.

Renault said, in what some regarded as a downbeat projection, that the 1997 results, excluding capital gains from disposals, "should be positive". The automobile division

Sale of stake upsets Peregrine

By Peter Montagnon and John Burton in Seoul

Peregrine Securities has run into fresh problems in its rapid expansion in Asia after Dongbang, its joint venture partner in South Korea, announced it had sold its share of Dongbang Peregrine Securities to a highly leveraged construction group.

Philip Tose, chairman of Hong Kong-based Peregrine, said yesterday that the announcement was unacceptable and that the transfer of ownership from Dongbang, a vegetable oil group, to Sungwon had no legal validity.

Dongbang Peregrine had been warned by lenders that credit would be withdrawn if the transfer were confirmed, he said. The upset - which Peregrine first heard about via a news wire, according to one senior official - reflected poorly on the climate for financial joint ventures in Korea.

Peregrine was widely criticised in the Korean media for helping Dongbang this year mount Korea's first hostile takeover bid - for the Midopa department chain. Press reports allege that Dongbang was unhappy with Peregrine after the bid failed.

Mr Tose had no objection to a change in partner, and welcomed Dongbang's decision to sell, but said the group needed a strong partner in a market facing rapid liberalisation. The venture would need between \$100m and \$200m in fresh capital over the next three years, and any new partner must also be acceptable to the Korean Ministry of Finance.

He said Peregrine was holding discussions with possible new partners and had received a number of approaches, but would not give details. Although financial deregulation would enable foreign companies to have full ownership of securities operations in Korea within three years, the precise timetable was uncertain. Peregrine would still need a partner that would bring local expertise to the business, he said, since eventually it might have a stake of between 20 and 25 per cent.

He denied suggestions by Dongbang that Peregrine had unilaterally appointed directors to the joint venture board.

BTR plans to sell off businesses for \$4.5bn

By Ross Tieman in London

BTR, the UK-based conglomerate, yesterday announced plans to raise more than £2.8bn (\$4.5bn) through the sale of businesses that account for 36 per cent of group sales and employ some 31,000 workers.

Part of the cash will be returned to shareholders; the rest will be used to develop the group's remaining engineering activities by acquisition and increased capital investment.

The disposals, announced alongside a disappointing performance in the half to June 30, mark a change in the plans detailed by Ian Strachan, chief executive, in his first strategic review a year ago.

They include the sale of BTR's highly profitable packaging and materials division, the biggest unit to be disposed of. It was previously identified as a core business and includes Formica, the laminates manufacturer. The plastics and building products divisions are also to go.

Shares in BTR, which had fallen almost 18 per cent during the past year, rose 18½p, or 7.5 per cent, to 235½p.

Mr Strachan, a former BTZ director who took the helm at BTR in January last year, insisted the move was an "extension" of his original thinking.

"We are now moving to the next phase to accelerate the transformation of BTR to an engineering group from a diversified industrial group." But Mr Strachan rejected suggestions that his initial strategy, which involved the sale of businesses with annual sales totalling £2.9bn, had proved inadequate, and his leadership lacking.

"I can't satisfy shareholders' demand for immediate delivery," he said. "This is not a sprint, it is a marathon."

From tiny beginnings, BTR was built by founder Sir Owen Green over three decades into a profitable conglomerate with annual sales of £10bn.

Mr Strachan said the disposals would reduce its most promising businesses manufacturing automotive parts, control systems, power drives and specialist mechanical devices. Last year they had sales of £4.88bn and operating profits of £847m.

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Results, Page 23

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COMPANIES AND FINANCE: ASIA-PACIFIC

Japanese bank grasps bad-debt nettle

Yesterday marked a watershed in Japanese banking. When Tokyo-Mitsubishi announced provisions covering all its declared bad and non-performing loans, it was the first time a Japanese bank had tried to close its books definitively on the problems associated with the collapse of the asset bubble of the late 1980s.

In effect, Tokyo-Mitsubishi was turning from the past and facing the future.

Until yesterday, the Japanese bank seemed capable of speedily resolving the issue of bad debts, built up mostly by Japan's property and construction companies.

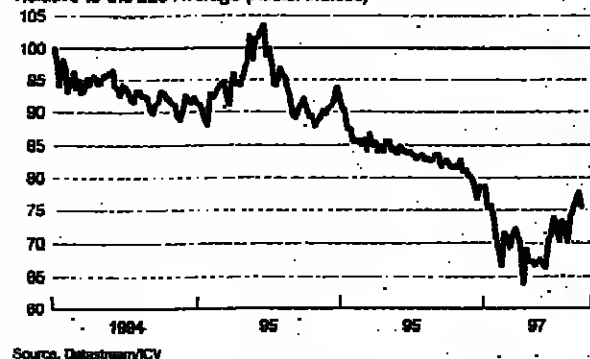
The problem is vast. Last month ING Barings estimated the top 30 banks had declared bad debts of ¥19,326bn (\$162.2bn), doubtful debts of ¥30,336bn, but specific reserves of only ¥8,077bn.

Those are the declared figures. The actual problem is bigger yet, since most banks have proved unwilling to reveal the full horror.

Tokyo-Mitsubishi's move was undoubtedly bold. The market had been expecting write-offs, but nothing on this scale. The bank effectively for the first time revealed the full extent of its

Japanese banking sector

Relative to the 225 Average (Nikkei Index)



Source: Datastream/ICV

problems as well as a plan to tackle them.

Some doubts remain. Although the bank has made provisions for all of its declared bad debts, more difficulties may yet appear. "It's always possible that additional bad debts could emerge," explained Masaru Kakutani, a director at Moody's, the credit-rating agency. "We are talking about Japan's property market after all."

However, the bank itself said it had been aggressive in making the provisions. In doing so, it had taken into account that the economy had not improved as quickly as expected and that interest rates were likely

to rise in the near future.

The benefits of such hawkish provisioning are unquestioned, said Paul Heaton, senior analyst at Deutsche Morgan Grenfell in Japan. "There's nothing as unproductive as waiting to see how bad bad debts are going to get. By grasping the nettle, Tokyo-Mitsubishi can concentrate on moving forward and making money," he said.

The bank, founded in April last year from the merger of Mitsubishi Bank and Bank of Tokyo, certainly has ambitions. In Japan, it plans to remain a universal bank. Internationally, it is expanding rapidly in Asia, where it has benefited from its links with other members of the



Building up problems: Japan's construction sector has been at the heart of banks' difficulties

Mitsubishi *keiretsu*. A sign of its confidence is that, in spite of this year's losses, it plans to keep its dividend at ¥8.5.

The question now is whether Tokyo-Mitsubishi's rivals can afford to follow its example. "Most people believe it's Japan's highest quality bank," commented Nozomu Kunishige, banking analyst at Lehman Brothers in Japan. "If a bank with such a good client base, and a relatively good quality loan portfolio has to make such large provisions, it makes you wonder what the other banks will need to do."

Mr Heaton believes that among the stronger banks Sanwa, Sumitomo and Toyo Trust are likely to follow Tokyo-Mitsubishi's example. But some others may struggle to write off bad debts unless they raise further equity to prevent their capital adequacy ratios falling below international minimum levels.

"Over the next couple weeks we're going to have a sorting of the sheep from the goats, between those that can put the bad debts behind them, and those that will continue to struggle," says Mr Kakutani at Moody's.

For those unwilling to disclose the scale of their problems or unable to afford to make adequate provisions, time may be running out.

The government appears determined to push through financial reform. Next April, regulations will be introduced forcing banks to assess bad debts more realistically and in greater detail, and make reserves for the newly discovered problem loans. While the stronger banks may prosper, their weaker rivals may find their very survival in doubt.

Paul Abrahams

ASIA-PACIFIC NEWS DIGEST

Suncorp-Metway to be sold off

The Queensland state government is to cut its 67 per cent stake in the Suncorp-Metway regional bank to around 45 per cent in a \$5610m (US\$444.2m) public offer. Shareholders, customers and residents in Queensland will be given preference with only about 30 per cent reserved for institutions. Offer documents will be distributed this weekend and the offer will close on October 3.

Some 100m notes will be issued with an annual interest rate of 8 per cent and after two years they will automatically be exchanged for Suncorp shares. The government expects a profit of A\$130m from the sale which will pay for infrastructure projects. It aims to cut its stake in Suncorp, which made profits of A\$150m last year, to about 15 per cent. Suncorp shares closed up 3 cents at A\$7.15.

Elizabeth Robinson, Sydney

PAY-TV

Australis further in red

Australis, the pay-TV group which is seeking to merge with Foxtel, the joint venture between News Corp and Telstra, reported an annual loss of A\$397.5m (US\$216.6m) yesterday, after a deficit of A\$251.7m the year before. Sales more than doubled, from A\$32.2m to A\$127.2m.

Australis said the number of new subscribers had picked up again, by a net 13,000 in the six months to June, after it revised its fees. The group expects bondholders to approve its merger by September 30 and shareholders to give the go-ahead by November. The Australian Competition and Consumer Commission has yet to rule on the deal.

Elizabeth Robinson

SOUTH KOREA

Dainong unit files for receivership

South Korea's Dainong Group yesterday said one of its core units, Dainong Corp, planned to file an application for court receivership. The group's creditor banks agreed last month to seek court receivership for the textile yarn maker by September 24.

The banks also agreed to rescue Midopa, another unit of the group, from the current financial troubles and seek third-party takeovers of Dainong Heavy Industry and Metro Products. The four core units of the group were selected in May for bank protection against an immediate debt default.

"Takeover negotiations are currently under way with companies affiliated with leading conglomerates, and we expect a fruitful result to come out soon," the group said, without naming the companies.

Reuters, Seoul

CONSTRUCTION

Charges hit Daikyo results

Restructuring charges will push Daikyo, a Japanese condominium builder, into full-year net losses of ¥126bn (\$1.1bn), compared with profits of ¥640m a year earlier. In a move to secure a sound financial standing, Daikyo said it will absorb additional losses worth ¥130bn in the current fiscal year, boosting losses for the year to March 1998 to ¥1,420bn. It will also help its non-bank affiliate, Nippon Home Finance, by injecting ¥60bn to enable it to tackle bad debts. As a result of this assistance Daikyo will take a loss of ¥60bn.

Another part of the overall loss will come from the disposal of unsold condominiums and undeveloped land holdings in the second half which the company held owing to the collapse of the "bubble economy" in the early 1990s. The group said it would suffer a loss of ¥820bn as part of this process.

AP-DJ, Tokyo

Toyota to consolidate a restructured Teleway

By Michio Nakamoto in Tokyo

Toyota, the Japanese carmaker, is set to consolidate Teleway Japan, a long-distance telecoms company, as a subsidiary, after a planned increase in capital intended to wipe off the telecoms company's recurring losses of ¥44.6bn (\$42m).

Toyota is expected to increase its stake in Teleway from 38 per cent to more than 50 per cent by acquiring further shares through a capital increase that will almost double the company's capital of ¥49.8bn. Teleway then plans a capital reduction of about 70 to 80 per cent, to reduce its capital to about ¥20bn.

The carmaker is already the leading shareholder in IDC, an international car-

rier, and IDO, a mobile phone operator. Hiroshi Okuda, president of Toyota, has indicated the company intends to increase its involvement in the telecoms sector.

Makio Inui, industry analyst at Salomon Brothers in Tokyo, said the move, which comes amid an industry consolidation, will raise Teleway's attractiveness to potential partners as the increasingly international nature of telecoms triggers global alliances.

So far, Japan Telecom, a long-distance company, and ITI, an international carrier, have agreed to merge, while KDD, the largest international carrier, has formed an alliance with DDI, a long-distance carrier. Teleway, one of three long-distance carriers in

competition with NTT, the dominant domestic company, had accumulated losses over the years, as fierce competition in the long-distance market spurred rate reductions.

Last year, the company reported sales of ¥111.9bn and pre-tax recurring profits of ¥809m.

Teleway had originally opted for regional coverage in western Japan, a decision which left it lagging behind competitors in national coverage and unable to attract sufficient subscribers.

Teleway has, however, laid optical fibre nationwide and is now one of only three telecom carriers with such a network. The other two are NTT and Japan Telecom. This makes Teleway a particularly attractive partner, Mr Inui says.

Abnormal loss increases deficit at Burns Philp

By Elizabeth Robinson in Sydney

Burns Philp, the Australian food group, reported that an A\$175.5m abnormal loss dragged full-year profits further into the red at A\$173.3m (US\$126.2m), after a loss of A\$61.8m the year before.

However, the group said its disposal programme was on track, with Alan McGregor, chairman, adding that "Our core ongoing businesses have solid earnings, a strong market position and good prospects for long-term growth."

The abnormal loss includes A\$76.6m related to legal costs and settlement of the collapse of Estate Mortgage Trusts in 1990, as well as rationalisation and deferred start-up costs. Group sales slipped 1 per

cent to A\$2bn, but sales from continuing core businesses rose 7 per cent.

Burns Philp said it was selling its Australian and New Zealand consumer foods business, which have turnover of A\$40m. This follows an announcement in May that its North American and European herbs and spices units were being put up for sale.

The proceeds will help reduce Burns Philp's debt, which at June 30 stood at A\$1.08bn, giving a gearing of 180 per cent. Mr McGregor said Burns Philp would be profitable after the sale was finalised, which, the company hopes will be in the next few weeks.

The restructured group will derive more than half its revenue this year from yeast, with the remainder

coming from industrial foods and services, and from investments.

The company said the poor results were largely due to the performance of the units it was seeking to sell. It blamed weak trading conditions in North America and Europe and the stronger Australian dollar for the decline.

The businesses earmarked for disposal incurred a A\$53.4m loss, compared with a profit of A\$26.2m the year before. It also said that Graham Hart, the New Zealand businessman who bought a 14.9 per cent stake in Burns Philp in June, would accept a seat on the board "in the near future".

Mr Hart later bought a further 3.5 per cent through Deutsche Morgan Grenfell.

MINORCO

Interim Results

Stronger base metals prices boost earnings

- Net earnings before exceptionals of US\$214 million were 7% higher than in the first half of 1996
- Operating earnings increased by 19% to US\$408 million with a particularly strong contribution from the base metals segment
- Interim dividend increased by one US cent to 22 US cents per share
- Collahuasi copper and Cerro Vanguardia gold projects remain on schedule for commissioning in the second half of 1998
- Joint venture established with Amcoal to develop an international coal business. Initial acquisitions in Colombia have considerable potential for development

INTERIM RESULTS

Unaudited

US\$ million except per share amounts

	Six months to June 30	
	1997	1996
Sales	3,078	2,770
Operating earnings	408	342
Earnings before exceptional items, tax and minority interests	410	362
Net earnings	214	317
Net earnings before exceptional items	214	200
Net earnings per share (US\$)	0.95	1.41
Net earnings before exceptional items per share (US\$)	0.95	0.89

Interim Dividend

An interim dividend of 22 US cents per share has been declared for the year to December 31, 1997 payable on October 30, 1997 to shareholders registered in the books of Minorco at the close of business on September 26, 1997. The interim report will be mailed to shareholders on or about September 25, 1997. Copies may be obtained from the UK transfer agent, The Royal Bank of Scotland plc, Registrars' Department, P.O. Box 82, Caxton House, Redcliffe Way, Bristol, BS99 7NH.

MINORCO

Minorco Société Anonyme Luxembourg, September 11, 1997

CHARGEURS

1st half 1997

Strong growth in operating income (+56%)
Net income more than doubled

At its September 10, 1997 meeting chaired by Eduardo Malane, the Board of Directors of Chargeurs approved the consolidated accounts of the Company for the first half of 1997.

Chargeurs' consolidated sales amounted to FF 4,675 million, up 3.6% on first half 1996. Operating income rose 56% period-on-period to FF 329 million.

Net income increased 172% to FF 147 million.

CONSOLIDATED INCOME STATEMENT

in millions of francs	1st half 1997	1st half 1996	Full year 1996
Sales	4,675	4,513	8,671
Operating income	329	211	353
Net income	147	54	136
Capital expenditure	166	150	439
Shareholders' equity	3,825	3,608	3,705

CONTRIBUTION BY BUSINESS

	Sales			Operating income/(loss)		
in millions of francs	1st half 1997	1st half 1996	Full year 1996	1st half 1997	1st half 1996	Full year 1996
Chargeurs Wool	2,220	2,123	4,058	87	12	(24)
Chargeurs Fabrics	1,055	1,135	2,059	103	76	144
Chargeurs Interlining	1,077	969	1,984	114	89	178
Chargeurs Protective Films	323	286	570	41	42	83
Other				(16)	(8)	(28)
Total	4,675	4,513	8,671	329	211	353

Chargeurs Wool

Chargeurs Wool increased sales 4.5%. Operating income surged from FF 12 million to FF 87 million, driven primarily by the results of the new system to manage exposure to fluctuations in wool prices and improved utilization of processing capacity.

Chargeurs Fabrics

Sales were down by 7% due to the deconsolidation of the automobile fabrics business in 1997. Sales of garment fabrics rose 3% and operating income posted strong growth.

Chargeurs Interlining

For Chargeurs Interlining, sales grew 11%. Operating income advanced 28%, driven by buoyant trading conditions and favorable exchange rates. At the same time, Chargeurs Interlining has recently strengthened its worldwide position in manufacturing by the acquisition of an interlining plant in the Czech Republic.

Chargeurs Protective Films

Sales went up 13% for Chargeurs Protective Films while operating income held firm.

WALON/COSTA

In line with the decision to refocus on its core businesses, the Group has completed the divestment of the European subsidiaries of Walon with the sale of Walon Portugal and Walon Benelux and is now taking steps to dispose of its Walon France businesses.

In addition, on June 13, 1997, the Group sold its entire equity interest in Costa Crociere for the sum of FF 150 million.

OUTLOOK

On the basis of the current order book, the latter part of the year is set to maintain the trend of first half 1997. As exchange rates remain favorable for all the Group's businesses, Chargeurs is on track to post satisfactory full year results for 1997.

Corporate Communications:

(33.01) 49.24.40.10

Chargeurs on Internet: www.chargeurs.fr

مركز التمويل

COMPANIES AND FINANCE: EUROPE

German banks clear last hurdle

By Andrew Fisher in Frankfurt

The creation of Germany's second-largest bank was assured yesterday with confirmation that Bayerische Vereinsbank's share exchange offer for Bayerische Hypothek- und Wechselbank had succeeded.

Vereinsbank said it obtained the 40 per cent of Hypo-Bank shares needed to complete the first stage of the deal. It will now make a share issue to raise around DM2.5bn (\$1.36bn) to restore its capital ratios, with auditors then evaluating the bank's assets and finances to decide

how they will be combined into the new bank.

Albrecht Schmidt, chairman of Vereinsbank, said the successful exchange offer - with the bank offering one share in the Allianz insurance group for six in Hypo-Bank - was proof of the efficiency of the German capital market.

He and other bankers had warned failure to agree a deal between the Munich-based banks would have shown the market's inability to act as a catalyst of structural change in the corporate and banking scene.

Mr Schmidt said the new bank

to be called Bayerische Hypo- und Vereinsbank - would be efficient, innovative and have a clear profile for customers and shareholders.

Vereinsbank is using most of its 10 per cent stake in Allianz for the share exchange, worth some DM3bn and free of capital gains tax under a special legal ruling. Allianz said yesterday it had lifted its holding in Vereinsbank from 4.3 per cent to 5.7 per cent to minimise dilution of its stake in the merged bank.

Allianz owns 22 per cent of Hypo-Bank, but has not taken part in the share exchange for legal reasons. Its

holding in the merged bank will be between 15 per cent and 17 per cent as a result of its increased stake in Vereinsbank.

With the creation of the new Bavarian bank, Dresdner Bank - in which Allianz also owns 22 per cent - will be pushed into third place. Yesterday, Jürgen Sarrazin, Dresdner's chairman until he steps down in May, said Germany's banking landscape would look very different in five years.

"What has already happened is just the beginning," he said.

Approval for Coke deal with Carlsberg

By Emma Tucker in Brussels

A controversial bottling merger between Coca-Cola and Carlsberg, the Danish brewer, has been cleared on condition that Carlsberg sell its interests in two other Danish drinks companies.

The divestments were demanded by the European Union's competition authorities, who said they were essential for maintaining competition in the Danish and Swedish soft drinks markets.

Carlsberg will have to sell all its shares in Jyske Bryg Holding, which has directly and indirectly 62 per cent of the shares and 49 per cent of the votes in Bryggerigruppen, the current bottler of PepsiCo brands and the second-largest producer of carbonated soft drinks in Denmark.

The brewer will also have to give up its shares in Dansk Coladrik, which produces Jolly Cola, the third largest cola brand in Denmark.

The Commission said yesterday that the sale of Carlsberg's shares in Jyske Bryg would allow Bryggerigruppen to become an independent second force in the Danish market by breaking the link between Denmark's two biggest soft drinks producers.

The joint venture - to be known as Coca-Cola Nordic Beverages, will be jointly controlled by Coca-Cola and Carlsberg and will have interests in national bottlers which will produce, distribute and sell mostly Coca-Cola brands. It will also acquire Carlsberg's own soft drinks bottle subsidiary Dadeko in Denmark and Coca-Cola's bottling entity in Sweden.

Coca-Cola Nordic Beverages plans to expand its activities to other Nordic countries as well as to St Petersburg and the Baltic region in the future.

The clearance was yesterday welcomed by Carlsberg.

EUROPEAN NEWS DIGEST

CCF lifts net income 27%

Signs of economic recovery in France helped push up net income at CCF, the Paris-based banking group, by 27 per cent to FF1970m (\$145m) for the first half of the year. Rising demand for consumer loans and mortgages, a more modest increase in lending to companies, and a jump in earnings from commissions helped boost its network of domestic banking branches.

Provisions against lending fell from FF290m to FF232m, which was offset by a boost in exceptional provisions, from FF114m to FF234m. Banking income rose 18 per cent to FF5.6bn and charges by 6 per cent to FF3.5bn. CCF said it had allocated an overall FF300m in provisions - including FF200m in the first-half results - to prepare for the creation of the single European currency and the computer problems posed by 2000. There was a further FF80m as a result of the new government's increase in corporation tax to 41.6 per cent, of which half was paid out of treasury funds and half from deferred taxes. The group said it was likely to begin to develop the sale of non-life insurance contracts to complement its activity in life assurance.

Andrew Jack, Paris

BANKING

Paribas denies stake building

Paribas, the French banking group which on Wednesday reported first-half net income up 5 per cent at FF4.2bn (\$700m), said it had no plans to increase its controlling stake in Compagnie Bancaire, the specialist financial institution. André Lévy-Lang, Paribas chairman, who raised the group's stake in Compagnie Bancaire above 50 per cent in May, said he had no intention of increasing it further, even though it represents a core interest - specialist financial services - and contributed FF238m in the first half.

He said the volume of activity generated by Paribas Assurances Industrielles, its investment portfolio, which contributed FF1.8bn, would diminish in future years. However, this would mean a higher turnover of its investments would help sustain annual capital gains of about FF20m a year. Paribas' investment bank reported a decline for the first half, from FF2.9bn to FF2.6bn, offset by a profit in the holding structure of FF492m, against a loss of FF197m.

This time's figures included FF500m from capital gains on the sale of the insurance business of Navigation Mixte, the conglomerate it acquired in 1986. There were also capital gains of FF653m, compared with FF1.1bn, for the sale earlier this year to Société Générale of its retail banking operation Crédit du Nord.

Andrew Jack

DEFENCE INDUSTRY

Rheinmetall sees DM100m profit

Rheinmetall, the German defence and engineering company, yesterday predicted net profits would more than double this year to DM100m (\$55.5m) following a series of recent acquisitions. It also announced a 72 per cent increase in turnover in the first half of the year to DM2.66bn. Rheinmetall last year teamed with British Aerospace and Badenwerk, the south-west German utility, to acquire STN Atlas, the sonar and torpedo manufacturer. This summer, the company increased its stake in Kolbenschmidt, the motor components manufacturer, from 25 per cent to 53.5 per cent.

Ralph Atkins, Bonn

Axa says Royal Belge 'not for sale'

By Neil Buckley in Brussels

Royale Belge, Belgium's second-biggest insurer, will remain under control of France's Axa-UAP and is "not for sale", the company said yesterday, dispelling some of the uncertainty that has surrounded it for months.

The Belgian insurer added it was not interested in a merger with Banque Bruxelles Lambert, Belgium's third-largest bank, in spite of comments from BBL's chief executive last week that he supported a tie-up.

Royale Belge's future has been in question since its co-parent, UAP, merged with Axa last spring, with speculation that it might be sold,

or merged with the latter's subsidiary, Axa Belgium.

But Claude Bébear, Axa chairman, assured his first Royale Belge board meeting yesterday that he wanted to keep the Belgian insurer within the group although a merger with Axa Belgium, Belgium's sixth-biggest insurer, was not excluded.

The news came as Royale Belge announced an increase in first-half net profits from FF5.07bn to FF5.79bn (\$155.8m), towards the top of expectations.

Royale Belge is 51.2 per cent owned by a company which is a 75/25 joint venture between Axa-UAP and Groupe Bruxelles Lambert, the group controlled by the financier Albert Frère. Axa-



Claude Bébear wants to keep Royale Belge within group

UAP owns a further 9.5 per cent directly.

Reporting the results of the board meeting, Jean-Pierre Gérard, Royale Belge managing director, said Axa

would now examine opportunities for its two Belgian businesses.

"It is clear that Axa is present with two arms in Belgium," Mr Gérard said.

"It is at the level of Axa that decisions about the future will take place. Nothing is excluded."

Mr Gérard added a tie-up with BBL did not figure in the group's plans. While Royale Belge might not be a direct player, he did expect some "restructuring and reshuffling of the cards in Belgium's financial sector - comments which may fuel market speculation over coming bank consolidation.

The insurer's profits increase reflected a strong performance in Belgium. Profits in the Netherlands were flat.

Total premium income rose 1.3 per cent to FF60.1bn, with Belgian income up 4.3 per cent.

Tarkett go-ahead

By Graham Bowley in Frankfurt

Tarkett, the German floor covering company, said yesterday that the Berlin cartel office had given approval for its merger with France's Sommer-Alibert.

The decision appears to remove the final hurdle to the proposed merger, which has been dogged by controversy since Armstrong World Industries, the US manufacturer, tried to block the deal, dragging Tarkett and Sommer-Alibert into a war of words.

"With this, the deal can go ahead as planned. Armstrong cannot stop it," said Rudi Weibel, a Tarkett board member. He expected the transaction to be closed by the end of this year.

The merger - announced in May - involves Tarkett buying the Sommer flooring business for DM705m (\$391m). In return, Sommer Alibert agreed to buy 60 per cent of Tarkett for DM656.3m.

The combination of the two biggest suppliers of wood and vinyl flooring surfaces in Europe would create an important rival for Armstrong, the world market leader.

Armstrong tried to block the deal by making a hostile bid for Domco, the Canadian flooring division of Sommer Alibert. It also alleged that Sommer Alibert had broken agreements linked to earlier talks to buy Sommer's flooring division, including Domco.

The merger will create a business with annual sales of about DM2.6bn.

BNP advances 75%

By Bertrand Benoit in Paris

Progress in international activities and a write-back on provisions helped BNP, the French bank, push first-half net income up by a higher-than-expected 75 per cent, to FF33bn (\$500m).

Michel Pébereau, chairman, said: "Results are well ahead of what we had planned after our privatisation in 1983. Favourable factors such as foreign exchange movements, good stock market conditions, and the relaxation of sovereign risks spurred our first-half growth."

A FF1.3bn capital gain on asset disposals helped offset exceptional provisions to cover an increase in corporate tax. There was also a write-back on provisions to cover

interest on a sovereign loan to Peru.

Banking revenue grew 27 per cent to FF3.6bn, excluding foreign exchange gains, while gross operating income was up 49 per cent at FF3.6bn. Operating costs increased 15.5 per cent to FF3.2bn, reflecting a string of investments and the effect of inflation and exchange rates.

Domestic operations, however, edged ahead to FF12bn, in line with analysts' forecasts. Although costs in this segment were down slightly to FF14.8bn, BNP suffered from chronically low margins and a depressed economic environment, which pushed down credit demand. Mr Pébereau said the bank had made a FF700m provision for a cut in its workforce, in a programme being discussed with the unions.

BUSINESS FEATURE

BANKING IN EUROPE

"The way we see it, the Euro is not going to bother the U.S. dollar until sterling joins in."

As an American company, Owens Corning always thinks big and operating here in Europe, the disappearance of all the internal frontiers has suited the company very well. "For us, Europe is now just one big marketplace which makes trans-national trade much easier, particularly with production units in 7 countries and joint ventures in several others," says Gilbert Soors, from the Treasury department of Owens Corning's European head office in Brussels.

Gilbert Soors takes an enthusiastic look around Europe, but likes especially what he sees in Belgium: "Belgium has always been very important for us: when we were looking for a foothold in Europe, the total Belgian package of central location, the transport and communications infrastructure, the availability of raw materials such as sand and water and a highly qualified workforce was just about unbeatable. In addition, there were reliable supplies of gas and electricity and some very attractive government grants." As a result of the decision to put down roots in this key Belgian location, Owens Corning Europe has been able to prosper to the point where it now contributes 20% of the group's global turnover every year.

Europe can't afford to wait and see.

As Owens Corning's finance chief in Europe, Gilbert Soors looks very closely at the prospect of a single European currency. He is very much pro-Euro but does not believe that the pound will join immediately, "I hope that there is a rapid decision on the Euro and I hope it becomes a strong currency

but I have my doubts since Germany is no longer playing the dominant role. The British have understandably adopted a traditional 'wait and see' policy. The Euro must initially



Gilbert Soors

Vice President of International Finance in the Corporate Treasury Department of Owens Corning Europe talks to Johan Cuppens Brussels based financial journalist and analyst.

Owens Corning is the American company that invented glass fibre in the 1930s and is now the world's leading supplier of the material. It is also a leading supplier of other forms of insulation, vinyl cladding and many other roofing and building materials. In 1996, worldwide sales exceeded \$3.8 billion and the company employed 19,000 people in more than 30 countries.

be strong enough to impose itself internationally but this will obviously depend on the state of the economy across Europe. Meanwhile the dollar will go its own way and is likely to gain in value, nothing can prevent that."

The need for short term and long term facilities.

As a result of the general economic buoyancy in Europe, Owens Corning feels able to set a demanding growth agenda. "We are aiming for a worldwide turnover of \$5 billion by the year 2000," continues Mr Soors, "and such aggressive targets require solid financial support - so we depend very much on our banks. We need capital to feed this growth and we need long and short term facilities. Generale Bank understands these needs perfectly, and has been working successfully with us since 1964. After so many years, the Bank has developed an instinct for what Owens Corning needs and in fact often anticipates them. As an American company, it seems to us that Generale Bank fulfils the role of a local, regional and international bank and there is no doubt that this is helping us to attain our goals in Europe."



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COMPANIES AND FINANCE: THE AMERICAS

Flow of cash into equity funds halves

By John Authers in New York

Last month's declining equity markets, which saw the S&P 500 index log its worst monthly performance in seven years, provoked a sharp slow-down in the flow of cash into equity mutual funds. Preliminary estimates from the Investment Company Institute published yesterday show August cash flows at half their level of the previous month.

This continues the trend of the past two years for a dip in a lead-

ing market index to be followed by a fall in new investment.

However, there is still no evidence to support the widespread fears that a fall in stock prices would be followed by a heavy outflow of cash. Total inflows to equity funds were \$13.5bn, compared with \$26.6bn in July. This remains slightly higher than inflows during March, when the market also declined, and in December last year, when there was turbulence in the equity markets after Alan Greenspan, chair-

man of the Federal Reserve Board, warned of "irrational exuberance".

It is more than double the inflows recorded last July, when the stock market dropped almost 10 per cent. There was also a startling resurgence in inflows to bond funds, which had their strongest month since the "bear market" in bonds started in early 1994. Total inflows were \$6.5bn, well ahead of July's \$4.2bn. For the past three years, inflows to bond funds have been on a different scale from those recorded by equity funds, and the

funds have regularly suffered net outflows of cash.

Technical factors appeared to account for part of the rise, with heavy conversions of assets held by bank trusts into bond and income mutual funds. Without these transfers, the inflow of cash was no greater than in July.

However, bond funds have been so widely overlooked since 1994, when they took in \$11bn in January, but then suffered net outflows for the rest of the year as the Fed raised interest rates, that the fig-

ures will still bolster confidence among fund managers.

As recently as 1992, bond funds attracted more new cash than equity funds, and several companies which specialised in bonds have seen their market share decline rapidly in recent years.

Large fund groups and brokers have been recommending smaller investors move funds into bonds over the last few months, as the sharp appreciation of share prices has left too great a proportion of their savings in the equity market.

Hughes wins \$1bn order in Abu Dhabi

By Christopher Parkes in Los Angeles

Hughes Space and Communications International yesterday signed a \$1bn contract to provide a satellite system for Thuraya Satellite of Abu Dhabi which has ambitions to sell mobile telecommunications services in 49 countries across the Middle East and parts of Asia.

The General Motors subsidiary, which is the world's leading satellite manufacturer, is expected to launch the first of up to three vehicles in mid-2000. It will be stationed over the Indian Ocean and have capacity for 1.75m subscribers.

The second would be held in reserve until the volume of business justified its deployment, and a third would be ordered when needed.

Thuraya, 26 per cent owned by Emirates Telecommunications Corporation (Etisalat), the United Arab Emirates telecoms monopoly, also has private and public sector shareholders in

Germany, Turkey and other Arab nations.

Initial coverage will include India, Pakistan, Iran, Turkey, the Middle East and North Africa. The company said recently it might extend coverage to South Korea, Singapore, Thailand and Indonesia if local investors chose to join the project.

The contract price is \$100m above Etisalat's recent estimates, published when the company announced that it had chosen Hughes as the preferred bidder for the deal after considering competing offers from Lockheed Martin and France's Aerospatiale.

Thuraya already has indirect links with Hughes, through a recent deal under which Etisalat will operate one of a network of 12 satellite access nodes planned by ICO Communications, a private group involving almost 50 international telecoms and technology companies, including Etisalat. Hughes Network Systems is one of three partners contracted to build the nodes.

CME issues co-operation plan

By Nikkai Tait in Chicago

The Chicago Mercantile Exchange, the second-largest US futures exchange, yesterday stepped up the tempo for more co-operation with the Chicago Board of Trade, its larger rival, as it put out a blueprint of how it believes the two operations could pool their clearing activities.

The CME said the plan had been approved by its own board of directors on Wednesday and subsequently submitted to both the Futures Industry Association and the CBOT. Executives at the CBOT were briefed on the proposals on Wednesday evening.

There was no detailed response from the CBOT. However, the exchange - the world's largest futures market - said it was "reviewing" the proposal.

The CME scheme would see the two exchanges create a new independent entity to handle all their clearing activity. This would also guarantee the financial performance of contracts executed on both exchanges.

The new entity would use the CME's "Clearing 21" software, which was developed by the smaller exchange in partnership with the New York Mercantile Exchange. NYMEX and any other interested exchanges would be

invited to participate in the new venture.

Jack Sandner, CME chairman, said he had discussed the proposal with NYMEX. The two partners would seek to recoup their expenditure on developing the software, but would be open to discussion on whether this was through a licence agreement, for example.

Shares in the new entity would be distributed to clearing members in proportion to the amount of capital they contributed to the new venture, and there would be one vote for each share held. The exchanges, meanwhile, would get a different class of share and have the protec-

tion of either veto rights or super-majority requirements on key issues.

The new unit would be a "business corporation", with directors elected by its shareholders, but including representation from the exchanges.

Both the CME and the CBOT concede they are under pressure to cut costs for members as competition from both over-the-counter trading and overseas exchanges intensifies. Common clearing would be advantageous because members - who often trade on both exchanges - would be able to pool margin requirements.



Futures trading at CBOT may benefit from common clearing

AMERICAS NEWS DIGEST

Santander to sell First Union stake

Banco Santander, the leading Spanish banking group, yesterday announced plans to sell all its remaining shareholding of almost 8 per cent in First Union of the US, worth about \$2bn at recent market prices. Its stake in the sixth-ranking US bank was previously considered a strategic investment in Santander's attempt to raise its international profile. But it said that its priorities had changed and that it wanted to use the capital gains from the sale to strengthen its provisions and capital ratios following its ambitious \$3bn acquisition drive in Latin America.

The divestment is to be made through a public offering of its 44.7m shares, to be sold jointly with 7.5m new shares which First Union is issuing in connection with its recent takeover of Signet Banking of Virginia.

The offering needs first to be cleared by the US Securities and Exchange Commission. Santander said a roadshow to promote the sale would be organised once approval had been obtained. It expected it would take about a week to fix the offer price. *David White, Madrid*

COMPUTER INDUSTRY

Plea to Sun over control of Java

Intel, Microsoft, Digital Equipment and Compaq Computer asked Sun Microsystems yesterday to cede control of the Java computer programming language to an international standard-setting organisation. In an open letter to Sun executives, the four companies said they were concerned that Sun had too much control over a language that is quickly becoming one of the foundations of the Internet.

"We think Java is important for industry and our customers," said Tom Waldrop of Intel. "To us it's important for the development of the Internet that Java remain an open standard." The companies said Sun, the inventor of Java, should turn over ownership of the language to the International Standards Organisation, an international forum that regulates technical standards and measures.

The companies also said the Java name should be free to all interested parties. Java is a computer language with which programmers write software.

The allure of software written in Java is that a single version of a program can run on many types of computers without the programmer having to modify it for different systems. *Reuters, Palo Alto*

USA NETWORKS DISPUTE

Viacom, Seagram resume talks

Entertainment groups Viacom and Seagram said they had resumed negotiations aimed at settling their legal dispute over USA Networks, their cable television partnership.

Viacom, which owns Paramount Pictures, MTV and Nickelodeon, and Seagram, which owns Universal Studios, have been fighting for control of USA Networks, with each side accusing the other of violating the terms of their partnership agreement.

News that the talks had resumed came as a Delaware judge was preparing to rule on the dispute, a move that many experts said would probably leave both sides unhappy.

Officials with the two companies declined to comment on the specifics of the talks. *Reuters, New York*



THIS NOTICE IS IMPORTANT AND REQUIRES THE IMMEDIATE ATTENTION OF HOLDERS OF BONDS. IF HOLDERS ARE IN ANY DOUBT AS TO THE ACTION THEY SHOULD TAKE, THEY SHOULD CONSULT AN INDEPENDENT FINANCIAL ADVISER AUTHORISED UNDER THE FINANCIAL SERVICES ACT 1986 WITHOUT DELAY.

AMER GROUP PLC
(formerly Amer Group Ltd)
(the "Company")

US\$75,000,000
6% per cent.

Convertible Subordinated Bonds due 2003 (the "Bonds")
Adjustment to Conversion Price

NOTICE IS HEREBY GIVEN to holders of the Bonds (the "Bondholders") that the price at which the Bonds are convertible into A shares in the Company (the "Conversion Price") has been adjusted on and with effect from 26th August 1997 in accordance with the Trust Deed constituting the Bonds dated 15th June 1993 from 133.80 Finnish markka to 122.85 Finnish markka per A share. This adjustment has been made following issue by the Company to the former holders of K shares on 26th August 1997 of 2,573,484 new A shares at par in connection with the conversion of all the K shares into A shares.

Conversion rights exercised by delivery of Bonds on or after 26th August 1997 will take effect at the adjusted Conversion Price.

Issued by

Amer Group PLC
Mäkelininkatu 91, PO Box 130, FIN-00001, Helsinki, Finland

Date: 8th September 1997



When Parmalat made the decision to tap the Eurolira market

Chase sealed it.

Parmalat tapped Chase's expertise in international capital markets to lead-manage their most recent Eurobond issue. Less than a year ago, Parmalat was the first Italian corporate to access the Eurolira bond market in over a decade. Once again they turned to Chase, this time to structure and execute a 650 billion lira transaction that had another strong response from investors.



"The Chase team in Milan has worked with us for several years. As we expand globally, Chase combines in-depth knowledge of our business, global presence and access to an unparalleled network of investors to structure and execute transactions for Parmalat worldwide."

Calisto Tanzi
Chairman, Parmalat SpA



CHASE. The right relationship is everything.™

COMPANIES AND FINANCE: THE AMERICAS

Corning shares slide on profits warning

By Richard Waters in New York

A recent worldwide jump in the manufacturing capacity for optical fibre and an expected moderation in demand for the material in 1998 led Corning, the US glassmaker, to warn the stock market yesterday about its likely financial performance this year and next.

Shares in the company, which is the world's largest manufacturer of optical fibre, plunged by nearly 12 per cent during the morning as it issued its revised view of a market whose rapid growth had been

behind a burst of stock market enthusiasm for the company in recent months.

Corning claims to have gained market share following a sharp increase in demand for optical fibre from telecommunications and cable television companies that began early last year.

However, new manufacturing capacity developed recently by rivals including Lucent Technologies and Alcatel Alsthom - as well as a 60 per cent increase in Corning's own fibre optic capacity this year - has led to a quick shift in

the balance of supply and demand. Roger Ackerman, chairman, said that sales by Corning's optical fibre and cable businesses "should exceed 30 per cent in the third quarter," with sales growth accelerating in the final four months of the year. He added, though, that the company had been "anticipating a continuation of the 30 per cent plus growth rate of the first half."

Corning lowered its forecast for this year's earnings by between 10-15 cents a share. The stock market had been expecting earnings of

around 56 cents a share in the current quarter and 54 cents a share in the final three months, putting the total for the year at as much as \$2.05.

The company did not give any specific guidance about earnings next year. However, a spokesman said that it has lowered its expectations for the growth in demand for optical fibre in 1998, and now expected the market as a whole to grow by 20 per cent, less than the 25 per cent it had earlier believed likely and slightly below its forecast for this year.

Among the biggest factors in this changed outlook was a slowdown in capital spending by the US local telephone companies due to delays in the opening up of the country's telecom markets, the spokesman added.

By early afternoon in New York, Corning's stock was trading at \$41.10, down 8% from the previous day's close. That continued the slide evident since early August, when the price briefly touched \$55. It brings Corning's shares back close to the \$35 at which they started the year.

Car emissions targets 'to stay in place'

By John Griffiths in Frankfurt

Carmakers can expect no further concessions by California's air quality regulator on the timetable for introducing "zero emissions vehicles" (ZEVs), the Financial Times world motor industry conference was told yesterday.

John Dunlap, chairman of California's Air Resources Board (CARB), said there would be no rolling back of the board's requirement that 10 per cent of new cars sold in California, or about 100,000 units, must be ZEVs in 2003.

Under a 10-year clean air programme approved in 1990, CARB had required that 2 per cent of sales be ZEVs next year. However, its own technical review last year was forced to conclude that battery-powered cars still cost too much and had too limited a range for the 1998 requirement to be put into effect.

Mr Dunlap insisted yesterday that a number of new, better-performing vehicles using improved battery technology were poised to enter the market.

CARB would continue to monitor the technology but he now expected acceptable progress towards the 2003 sales targets. "I can tell you this, while I am chairman of this board we will not again touch that regulation," he added.

However Mr Dunlap's optimism about the expected progress of battery-powered vehicles appeared not to be shared by other research and development experts.

Professor Ulrich Seiffert, former head of research and development at Volkswagen Group, Europe's biggest car maker, told the conference that battery technology progress remained slow.

While pressure for improved battery technology should be kept up, "hybrid" engines combining traditional fuels with electricity

were most likely to form what he described as a "bridge" to the most promising future car propulsion technology, the fuel cell.

Mercedes-Benz recently announced a \$400m-plus investment programme to pursue fuel cell technology with the Canadian Ballard group.

However Prof Seiffert said a breakthrough with this technology "is at least 10 years away".

But Rosen Motors, the Californian company controlled by Ben Rosen, Compaq Computers chairman, said it was negotiating with several big car companies on taking its revolutionary "hybrid" gas turbine/diesel engine towards commercial production.

"By the end of this year we'll have taken the project about as far as we can go alone," said Mr Rosen, who has made a personal investment of \$13m in the engine project.

He predicted that the engine would be commercially available in cars within the next six years.

Talks on the Rosen hybrid are understood to be going on with both the big North American and some European car makers. The system comprises a small, 60 horsepower gas turbine engine providing electrical energy both to drive the car under light load and to store energy in an advanced plastic composites flywheel spinning at 55,000 rpm.

Rosen Motors claims that when extra power is required, such as for overtaking, an extra 200 horsepower is fed directly to the wheels from the flywheel, providing acceleration from standstill to 60mph as fast as a Ferrari.

The flywheel runs in a vacuum and "floats" in a magnetic field bearing. This allows it, said Mr Rosen, to keep spinning with enough energy to restart the turbine even if the vehicle is left unused for six weeks.

Barrick shifts focus on financial strength

Faced with gold prices near their 12-year low, North America's biggest producer is to retrench

Barrick Gold's response to a gold price that is lurking near its 12-year low seems typical. The biggest gold producer in North America announced on Tuesday that it would close four mines, write off its interest in a fifth and cut exploration spending.

Barrick is following other North American companies, including Echo Bay, Pegasus and Royal Oak, which also have announced they are to close high cost mines, shelve planned projects or lay-off employees.

But only a year ago, Peter Munk, Barrick chairman, was saying that, having built the group into the biggest gold producer outside South Africa, he intended to double output in the next 10 years and become the biggest and lowest cost producer in the world.

What has happened to this objective?

"Only dumb people stick to targets when market conditions change," says Mr Munk. "We're now concentrating on financial strength rather than production targets. My job is to make sure Barrick is financially the strongest player in the industry, no matter what happens to the gold price."

"We are not in the gold business because we are in love with gold. We are in the gold business to make money for our shareholders."

That said, he makes it clear that it is only the focus

that has shifted. He says Barrick will be increasing output at a greater rate than expected in the next two years.

Output is expected to rise to 3.5m ounces from 3.1m ounces. More important, as far as Mr Munk is concerned, cash operating costs are forecast to fall from \$150 an ounce to \$130 by 1999.

Does this mean Barrick expects the gold price to remain at present levels or lower for some time? Mr Munk says the company's hedging programme guarantees it prices of more than \$400 an ounce for all its output over the next two years. However, the company is lowering costs because "gold prices may linger where they are for a while".

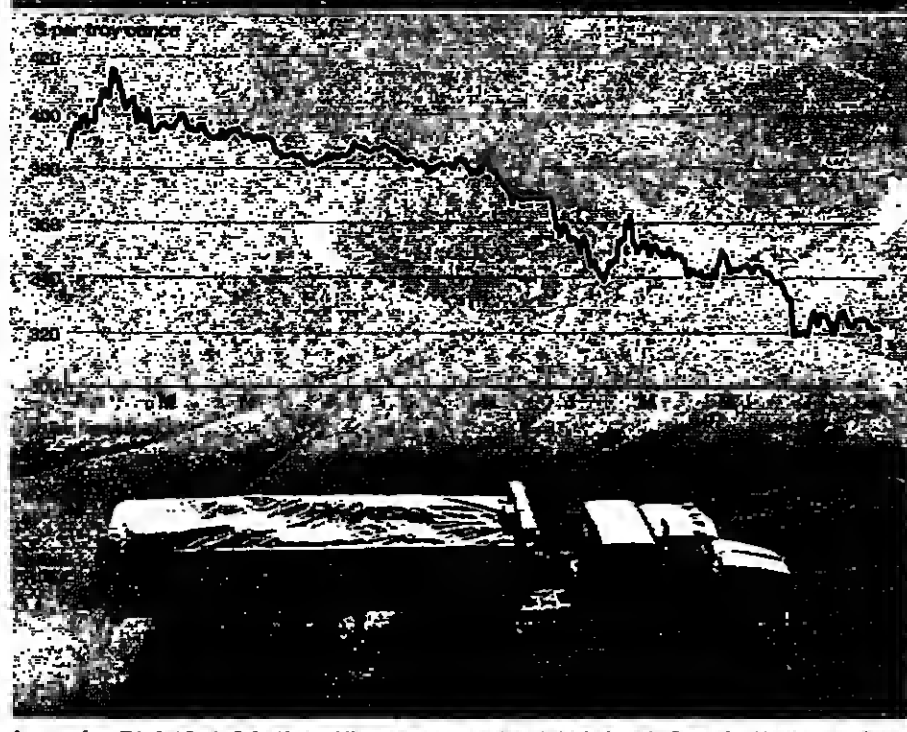
Mr Munk suggests that Barrick still could meet its target of doubling production in 10 years but much depends on the Pascua project in Chile.

Previously Pascua was scheduled to produce 400,000 ounces a year after starting up in 2001. Barrick said on Tuesday that it was now contemplating annual output of 800,000 ounces and forecasting that cash costs would be \$200 an ounce instead of \$220.

At present the estimated cost of building Pascua has risen from \$500m to \$625m.

"We are focusing on cash flow, earnings per share and building financial strength so our acquisitions criteria will reflect this," says Mr

Gold's downhill path



A conveyer from El Indio Mine in Chile drives goldcopper concentrate through the Andes to La Serena for shipment to smelters

Munk. "But we look at every available opportunity."

The group's exploration efforts will also become more focused and the budget is likely to fall from the annual \$100m to about \$65m.

It will concentrate on its mining properties in North and South America. Barrick has exploration rights to about 1m acres of land on four of the most productive

gold "belts" in the Americas: Carlin Trend in Nevada; El Indio belt in Chile; the Pinar del Rio in Peru; and the Cadillac Break in Canada.

The two-year plan announced on Tuesday aims to increase output at Barrick's low cost properties and to phase out higher cost mines. Those to be closed are El Indio and Tambo in Chile and Bullfrog and Mer-

cur in the US. Barrick is also writing off its Pinson investment in the US, operated by its partner, Homestake, but there has been no decision to close this mine.

All this will involve a non-cash, after tax charge of \$385m and, analysts suggest, will probably see Barrick report a loss for 1997.

Employment at El Indio has already been reduced by

about 250 people and another 1,500 jobs will go by the end of 1998. Tambo's closure at the end of the following year will mean that nearly 2,000 jobs in Chile will go as a result of the Barrick review.

As for planned increases in output over the next two years, annual production at Pinar del Rio, scheduled to start in 1998, is now to be 750,000 ounces against 500,000. The cash cost will be only \$50 an ounce, among the lowest in the industry.

Annual output at the recently opened Meikle mine in Nevada is to increase from 350,000 to 650,000 ounces in 1998 and there is also to be a \$300m investment in a new ore roaster at the group's "flagship" mine, Goldstrike in Nevada. That will be in production in the middle of 2000 and sustain annual output at 2m ounces for 10 years.

John Bridges, analyst at Flemings Global Mining Group, says the new plan should boost Barrick's cash flow by half from this year's \$490m to \$650m in 1998.

"We see this as a positive move to enable management to focus on areas where value can be added. It also adds to cash flow and simplifies the company and should make an acquisition easier if one which adds to shareholder value becomes available."

Kenneth Gooding

Recommended Offers
by Goldman Sachs International
on behalf of
Nottingham Group Holdings Plc
for
Philip Harris plc

Goldman Sachs International ("Goldman Sachs") announced that, by means of an offer document dated 11th September 1997 ("the Offer Document") and by means of this advertisement, Goldman Sachs is making offers ("the Offers") on behalf of Nottingham Group Holdings Plc ("Nottingham") to acquire all of the issued and to be issued ordinary shares of 20p each of Philip Harris plc ("Philip Harris"), all of the 5.25 per cent cumulative preference shares of £1 each of Philip Harris, all of the 5.60 per cent cumulative preference shares of £1 each of Philip Harris and any further such shares which are unconditionally allowed or issued prior to the date on which the Offer closes for each earlier date as Nottingham may determine. Terms defined in the Offer Document have the same meanings in this advertisement.

A person who validly accepts the offer in respect of a Philip Harris Ordinary Share will receive 3.425 Nottingham Shares for every Philip Harris Ordinary Share.

A person who validly accepts the offer in respect of a Philip Harris 5.25 per cent Preference Share will receive 100p in cash.

A person who validly accepts the offer in respect of a Philip Harris 5.60 per cent Preference Share will receive 100p in cash.

The full terms and conditions of the Offers are set out in the Offer Document. The Offers are being made by means of the Offer Document and this advertisement may be capable of acceptance from and after 11 September 1997. Acceptance of any of the Offers should be received not later than 3 p.m. on 7 October 1997 (or such time(s) and / or date(s) as Nottingham and Philip Harris jointly may decide). Copies of the Offer Document, Form of Acceptance and Listing Particulars of Nottingham dated 11 September 1997 are available for collection from The Royal Bank of Scotland plc, Registrar's Department, New House Securities, P.O. Box 559, Cornhill House, East Street, Bodmin, Devon, PL30 1JX or collected by hand from Registrar's Department, New House Securities, P.O. Box 559, Great Tower Street, London EC3R 5ER, or from Goldman Sachs, Peterborough Court, 133 Fleet Street, London EC4A 3EB.

The Offers are not being made, directly or indirectly, to or into the United States, Canada, Australia or Japan and the Offer Document and the form of acceptance relating to the Offers are not being distributed or sent to, into or from the United States, Canada, Australia or Japan, and the Offers cannot be accepted by any person in the United States, Canada, Australia or Japan.

Goldman Sachs, which is regulated by the Securities and Futures Authority Limited, is acting exclusively for Nottingham and no-one else in connection with the Offers and will not be responsible to anyone other than Nottingham for providing the protections afforded to customers of Goldman Sachs or for providing advice or relation to the Offers.

The Directors of Nottingham accept responsibility for the information contained in this advertisement and, to the best of their knowledge and belief (having taken all reasonable care to ensure that such is the case), the information contained in this advertisement is in accordance with the facts and does not contain anything likely to affect the support of such information.

Algorithmics Incorporated

is pleased to announce the appointment of Mr. Michael H. Wilson to its Board of Directors. Mr. Wilson brings to Algorithmics a broad-based business background and a wealth of international finance experience.

Mr. Wilson is Vice Chairman of RBC Dominion Securities Incorporated and Chairman of Michael Wilson International. He held senior federal cabinet posts with the Government of Canada, including Minister of Finance from 1984 to 1981. Mr. Wilson is also a director of Manulife Financial, Amoco Corporation and Rio Algom Limited.

Founded in 1983, Algorithmics is a recognized leader in the development of innovative, enterprise-wide financial risk management software. Headquarters are in Toronto, with offices in New York, London, Tokyo, Johannesburg, Mexico City and Sao Paulo. Algorithmics serves financial institutions and corporations around the world.

RMS 1 Residential Mortgage Securities 1 plc
Mortgage Backed Floating Rate Notes due 2034

In accordance with the provisions of the Notes, notice is hereby given that for the interest period 9th September, 1997 to 9th December, 1997, the interest rate will be 7.4635 per cent for the Class A Notes, 7.7125 per cent for the Class M Notes, and 10.3125 per cent for the Class B Notes. The interest payable on each denomination on 9th December, 1997 will be £159.42, £192.28 and £257.11 respectively.

Bankers Trust Company, London, Agent Bank

The Financial Times plans to publish a Survey on

Kansai
on Tuesday September 9

Haj Hattejee in London
Tel: +44 171 873 4784
Fax: +44 171 873 3204
or Patrick Brennan in Tokyo
Tel: +81 3 3295 4050
Fax: +81 3 3295 1264

or your usual Financial Times Representative

FT Surveys

intrum justitia
(Registered in Curacao No. 41415)
Notice to Shareholders

The Managing Board of Intrum Justitia N.V., a corporation organized and existing under the laws of The Netherlands Antilles, with registered offices at Chumaceroakade 3, Willemstad, Curacao, The Netherlands Antilles, wishes to announce that it has been decided with the approval of the Supervisory Board, to distribute an interim dividend for the 1997 financial year of 1.3 pence per share, payable on 7 November 1997, at the following address:

Paying Agents
Kreditbank S.A. Luxembourg
43 Boulevard Royal
L-2955 Luxembourg
Luxembourg
Hambros Bank Limited
41 Tower Hill
London EC3N 4HA
United Kingdom

The holders of bearer share certificates of Intrum Justitia N.V. "the company" are hereby notified that the bearer shares must be converted into registered shares. Article 15 paragraph 6 of the articles of association stipulates that after the period of five years mentioned in paragraph 1 of this article 15 (as from the date of the amendment of articles of association, i.e. July 5, 1992) bearer shares must have been converted into registered shares, and the holder of the bearer share certificates in the company can no longer exercise the rights to which such shares are entitled (voting rights and rights to dividends) and such shares will not be considered issued and outstanding in all cases where for the taking of a resolution by the general meeting of shareholders the issued and outstanding capital must be calculated, until such bearer share certificates have been delivered to the company for conversion into registered shares.

Curacao, 12 September 1997

Templeton
Templeton Global Strategy Funds
Société d'investissement à capital variable
Registered office: 26, boulevard Royal, L-2449 Luxembourg
R.C. B 35 177

Notice to the Shareholders of Templeton Global Strategy Funds
Shareholders are hereby informed that further to the change of name of Templeton Global Strategy Sica to Templeton Global Strategy Funds, new bearer share certificates have been issued.

As a result, from September 12, 1997, the holders of physical bearer shares of Templeton Global Strategy Funds are invited to present their old bearer share certificates to:

Chase Manhattan Bank Luxembourg S.A.
3, rue Plantin
L-1335 Luxembourg

for exchange against new certificates.

As a consequence, and for the dividend distributions to take place after September 12, the coupon numbers attached to the bearer share certificates will start from coupon number 1, (except for Templeton Global Infrastructure and Utilities Fund, which began with coupon number 1 for the dividend distribution in July).

For further information, Shareholders are invited to contact their nearest Templeton office:

Edinburgh	Frankfurt	Hong Kong
Tel: (018) 272 23 372	Tel: (033) 2677 7733	Tel: (852) 2577
Tel: (44) 131 228 4906	Tel: (352) 46 66 97 212	Tel: (352) 22 21 60

The Board of Directors
September 1997

GUANGDONG OVERSEAS CHINESE TRUST & INVESTMENT CORPORATION
FLOATING RATE NOTES

In accordance with the provisions of the Floating Rate Notes in three series issued on 12 March 1997, notice is hereby given that for the period from 12 September 1997 to 12 March 1998, the Floating Rate Notes will carry the following Rate of Interest:

Series	Maturity Date	Rate of Interest (per annum)	Interest Amount payable on 12 March 1998 per denomination of USD100,000
1	12 March 2000	6.425%	USD 3,230.35
2	12 March 2001	6.475%	USD 3,255.49
3	12 March 2002	6.525%	USD 3,280.63

BZ Barclays Bank PLC, Hong Kong
As Fiscal Agent and Agent Bank

PORTMAN BUILDING SOCIETY
Overseas Investment Services
Established in England under the Building Societies Act 1986

£150,000,000
Floating Rate Notes due 1999

In accordance with the Terms and Conditions of the Notes, notice is hereby given that for the three months from 10th September 1997 to 9th December 1997 the Notes will bear interest at 7.3925% per annum.

The interest amount payable per £10,000 Note will be £184.31 and per £100,000 Note will be £1,843.00 on 10th December 1997.

AGENT BANK
BARCLAYS BANK PLC
ROSE DEPOSITARY SERVICES
ANGEL COURT
THORNTON STREET
LONDON EC3N 4HT

BARCLAYS

Industrial Bank of Korea
as a member of the Industrial Bank of Korea Group of Banks in the Republic of Korea

USD10,000,000
Floating Rate Notes due 1999

In accordance with the Terms and Conditions of the Notes, notice is hereby given that for the interest period from 11th September 1997 to 10th December 1997 the Notes will bear interest at 5.8175% per annum.

The interest amount payable per USD10,000 Note will be USD14.71 and per USD100,000 Note will be USD147.10 on 10th December 1997.

AGENT BANK
BARCLAYS BANK PLC
ROSE DEPOSITARY SERVICES
ANGEL COURT
THORNTON STREET
LONDON EC3N 4HT

BARCLAYS

U.S. \$250,000,000
Westpac Banking Corporation
Floating Rate Notes due 1997

In accordance with the provisions of the Notes, notice is hereby given that for the interest period from September 12, 1997 to December 12, 1997 the Notes will carry an interest rate of 6.08875% per annum. The interest payable on the relevant interest payment date, December 12, 1997 will be U.S. \$15.34 per U.S. \$1,000 Note, U.S. \$153.40 per U.S. \$10,000 Note, U.S. \$1,534.05 per U.S. \$100,000 Note.

By: The Chase Manhattan Bank
London, Agent Bank

CHASE
September 12, 1997

CREDIT LYONNAIS
USD 60,000,000 - FRN Undated

Bondholders are hereby informed that the rate applicable for the Coupon N° 12 has been fixed at 6.475% for the period, starting on 11th September 1997 until 10th March 1998 (inclusive) and representing a period of 181 days.

The Coupon N° 12 will be payable at the price of USD 33,560.42 on 11th March 1998.

The Principal Paying Agent

CREDIT LYONNAIS LUXEMBOURG S.A.

£100,000,000
ANGLO IRISH BANKCORP
Anglo Irish Bank Corporation plc

Floating Rate Notes due 1998
For the 6 month interest period September 10, 1997 to December 10, 1997 the Rate of Interest has been set at 7.4375 per cent per annum with interest amounts of £185.43 and £1,854.28 payable per £10,000 and £100,000 Notes respectively. The relevant interest payment date is December 10, 1997.

By: The Chase Manhattan Bank
Agent Bank
September 12, 1997

CHASE

To Advertise Your Legal Notices

Please contact
Melanie Miles on
Tel: +44 0171 873 3349
Fax: +44 0171 873 3064

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BARCLAYS

£100,000,000
DOMUS MORTGAGE FINANCE NO.1 plc
Mortgage Backed Floating Rate Notes due 2014

In accordance with the conditions of the Notes, notice is hereby given, that for the three month period September 10, 1997 to December 10, 1997 the Notes will carry a rate of interest of 7.8925 per cent, per annum with a coupon amount of £185.43.

By: The Chase Manhattan Bank
London, Agent Bank
September 12, 1997

CHASE

CITICORP
USD200,000,000
FLOATING RATE NOTES DUE SEPTEMBER 2002

Notice is hereby given that the Rate of Interest has been fixed at 5.86875% and that the interest payable on the relevant Interest Payment Date December 12, 1997 against Coupon No. 7 will be USD148.25 in respect of USD10,000 nominal of the notes and USD1,482.49 in respect of USD100,000 nominal of the notes.

September 12, 1997
By: Citicorp, N.A. Corporate Agency & Trust, Agent Bank

CITIBANK

مركز التمويل

COMPANIES AND FINANCE: UK

Extension to Canary Wharf reflects growth in the investment bank's London-based business

CSFB plans to expand trading floors

By Norma Cohen, Property Correspondent

Credit Suisse First Boston, the Swiss-owned investment bank, is to build a 275,000 sq ft extension to its European headquarters at Canary Wharf in London's Docklands, expanding its existing space by 50 per cent.

The investment bank demonstrates the strength of demand in London, particularly from foreign-owned

banks, for large amounts of space purpose-designed for their needs.

CSFB said it needs the space because the growth of its London trading is stretching the limits of its current accommodation.

The building will contain the two largest securities trading floors in London of 80,000 sq ft each when completed in two years' time.

At least a dozen other commercial tenants are said

to be seeking premises of more than 100,000 sq ft. Builders were reluctant to build on this scale during the boom in the late 1980s because they could not imagine that more than a handful of tenants would ever want it.

These buildings are in demand because they allow for easy reconfiguration of floor space. Also, they best accommodate the under-floor cabling necessary for

the information systems which support sophisticated trading techniques.

The rush by foreign banks with strong balance sheets to buy UK investment banks has enabled these banks to greatly expand their capital-intensive trading activities, increasing demand for this type of site.

CSFB said the move was necessary to accommodate the anticipated growth in staff and trading activities

given the success of its London-based business. London serves as the global headquarters for the group's fixed income division and its highly successful derivatives venture, Credit Suisse Financial Products.

CSFB has grown from 450 staff when the firm first occupied the 540,000 Canary Wharf site in 1993 to about 700 at present. By the time the building is completed, the company will have close

to 900 staff.

CSFB did not disclose the costs of construction but buildings of this type cost roughly £120 per sq ft to build, setting a price tag of £34m on the new building when complete. However, Canary Wharf remains an enterprise zone, giving the developer of a new building tax breaks and VAT exemptions which cut costs by over 80 per cent, property consultants said.

LEX COMMENT

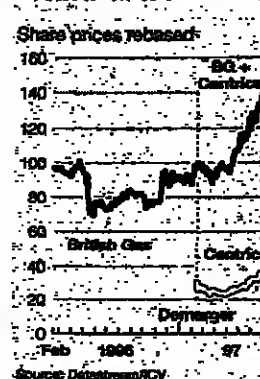
Centrica

Here is a puzzle: can Centrica, a loss-making company in a shrinking market, really be worth £4bn? If so, British Gas's demerger has been a spectacular textbook success - not just freeing the management from the dead hand of BG's culture but also unlocking an undervalued jewel for investors. Well, the valuation is not inconceivable. For one thing, Centrica is sitting on maybe £2bn worth of gas. True, it is also lumbered with rather a lot of uneconomic gas purchase contracts. But the company has at least cut its above-market purchase costs back so the excess is just 5 per cent of the average gas bill. With luck, that is not enough to prompt too many retail customers to shift. So, say optimists, suppose no more gas purchase contracts were renegotiated.

Centrica might be able to retain around 70 per cent of the retail market - despite passing high costs on - while still making the 1.5 per cent supply margin the regulator currently allows. Put these profits on to a market multiple, with a probably negligible tax charge, and Centrica's supply business might be worth £1bn.

Might. But the scenario is surely a touch rosy. Yes, domestic customers have proved surprisingly reluctant to shift. But to assume Centrica can charge 6 per cent more than its competitors indefinitely, while holding on to more than half the market, looks implausibly cosy. Might not, for instance, the gas regulator have something to say about such persistent over-charging?

British Gas/Centrica



British Energy in US venture

By Simon Holberton

British Energy, the privatised nuclear utility, yesterday entered into a joint venture with PECO Energy of Philadelphia to invest in the US nuclear power industry.

The companies have set up AmerGen Energy, which will acquire and operate nuclear generating plants.

Dickinson Smith, president of PECO Energy and chairman of AmerGen, said the joint venture "provides excellent strategic and competitive opportunities for both PECO Energy and British Energy in a deregulated utility marketplace in the US".

The joint venture requires no initial capital. That will be provided on a 50/50 basis as and when investment funds are needed.

The structure of the US electricity market is changing and both believe there are profitable opportunities to be had by managing some of the 109 nuclear power plants in the US.

Robin Jeffrey, deputy chairman of British Energy, said AmerGen was in discussion with some utilities about the possible acquisition of their nuclear assets. He said AmerGen would not enter into deals with US utilities that would not create shareholder value for British Energy's shareholders. "Our decision to walk away from buying into Loy Yang [in Victoria, Australia] demonstrates our commitment to shareholder value."

Mr Jeffrey said that whereas the market for fossil fuel generation was a seller's the opposite was true for the nuclear industry in the US. Many utilities which owned only one, or a share of one, nuclear plant wanted to exit nuclear generation.

Bae wins regional aircraft battle

By Alexander Nicol, Defence Correspondent

British Aerospace, the defence equipment and aircraft manufacturer, has won a long battle to stem losses from its regional aircraft business.

Losses from regional aircraft, including the BAe-146 and the Jetstream turbo-prop, nearly bankrupted the company in the early 1990s. But BAE, which had said in May that it would make no more turbo-prop aircraft, announced yesterday that it

had broken even on regional jets in the first half of the year.

The company's steady recovery was underlined by first-half 1997 results showing a healthy rise in profits before tax and exceptional items to £278m (£442m) from £215m in the previous first half. Turnover, buoyed by defence sales which included deliveries of Tornado aircraft to Saudi Arabia, rose to £3.57bn from £3.3bn and the order book at end-June 1997 was £19.5bn.

Although the City wel-

comed the figures, there was some initial confusion on the funding of the Airbus project. BAE's share price fell 45p to £15.10 1/4 as the market assessed new figures released by BAE on repayments it will make to the British government of aid advanced for the Airbus, in which BAE has 30 per cent.

However, Richard Lapthorne, finance director, said that the repayments, totalling some £500m between this year and 1999, will be offset by increasing volumes of Airbus sales and that

intense price competition from Boeing, the US aircraft maker, would be balanced by productivity gains at Airbus.

Sir Richard Evans, BAE chief executive, expressed confidence that the new French government would press ahead with the restructuring of Airbus into a new corporate entity, regarded by BAE as essential to its future health.

The end of losses on regional jets is a milestone for BAE. Mr Lapthorne said running costs from regional aircraft - including turbo-

props which BAE still has out on lease and must support - would be £60m per year from now, down from £250m five years ago.

BAE is still taking orders for new Avro jets but the closure of turbo-props, for which there is huge oversupply in the secondary market, will eliminate substantial losses.

BAE announced it may float or spin off Arlington Securities, its property subsidiary which develops land formerly occupied by BAE factories into business parks.

Rio Tinto holds pay-out

By Kenneth Gooding

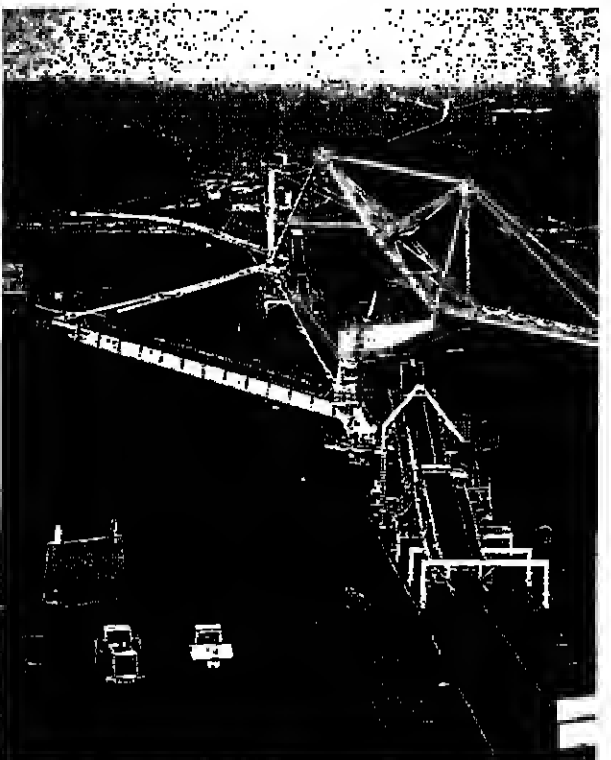
Shares in Rio Tinto, the world's biggest mining group, yesterday fell nearly 3 per cent or 29p to 966p, after the Anglo-Australian concern reported half-year results in line with expectations but failed to raise the dividend.

Robert Wilson, chairman, said the group wanted to rebuild dividend cover. Also, there were uncertainties about the UK government's proposed withdrawal of foreign income dividends.

"This would have an important adverse effect on Rio Tinto and other British companies which have most of their operations outside the UK," he said. "However, we believe the government is committed to introduce measures to remedy the position."

Rio's pre-tax profit increased by 9 per cent to \$975m. Adjusted earnings were up by 8 per cent to \$950m. The dividend is held at 16.5 cents, which equates to 10.37p for UK shareholders (10.6p) and 22.58 Australian cents (20.65 cents).

Analysts suggested that non-recurring, non-operational charges hit Rio's adjusted half-year earnings by between \$60m and \$70m. Mr Wilson pointed out that benefits of rationalisa-



Stackers and shiploaders at the port of Tanjung Bara, Kalimantan, Indonesia

tion since the merger 18 months ago between RTZ and CRA had largely been offset by one-off reorganisation costs. But there would be annual savings of \$250m, or \$150m after tax.

Cash outflow in the half year increased from \$411m to

\$706m. Mr Wilson said the balance sheet was still very strong in spite of gearing rising from 22 per cent to 27 per cent. Net debt of \$3.1bn should be lower at the year-end.

Commodities, Page 26

Vickers makes medical disposals

By Alexander Nicol

Vickers, the engineering group, is to sell its medical equipment businesses to sharpen its focus and concentrate on producing Rolls-Royce cars, tanks and propulsion equipment.

Vickers has already sold two medical businesses, and yesterday announced the sale of part of the distribution operation for about £4.5m in cash.

The companies which remain to be sold - makers of perinatal care and anaesthetic equipment and neuro-diagnostic products - had combined sales of \$82m in 1996.

The medical division had first half losses of £4.6m on sales of £57.3m. Analysts

estimate the medical disposals could realise £70m-£80m.

Sir Colin Chandler, chairman, said Lazard Brothers had received 15 expressions of interest in the subsidiaries. He hoped to complete the sales by the year-end.

He announced the decision alongside results for the six months to June 30 showing a slight rise in operating profits to £32.3m from continuing businesses, but a halving of pre-tax profits after a £12.5m loss on the sale of a Danish medical subsidiary.

After the provision, pre-tax profits fell to £15m (£31.8m) on turnover which rose to £567.9m (£553.8m).

Vickers had warned that the strong pound would adversely affect its earnings. However, it proved to have

no significant impact.

Profits were weakened instead by pressure on margins on selling Rolls-Royce and Bentley cars, on which it has been offering discounts before the introduction of a new range.

Earnings per share were 1.9p (6.3p) after exceptional and 5.6p before them.

The market reacted badly to Vickers results, with the shares falling 11 1/2p to 193 1/2p. While the medical divestments had been well flagged and were seen as sensible, analysts were suspicious of the decision to take some sales of Challenger tanks into profits this year and to capitalise interest against the launch of the new Rolls-Royce range - although the company

defended this as standard practice. Attributing profits from Challenger now, before the British army has completed its trials, was seen as depressing future profits on the tanks, which in any case will not be very substantial unless Vickers secures big significant export orders. The incorrect forecast on the pound only served to undermine confidence. Against this gloom must be balanced the fact that Vickers is in an awkward limbo period as it awaits completion both of development of the Rolls-Royce models and of the Challenger trials. The propulsion technology business is healthy and the medical division will cease to be a drag on profits.

Centrica renegotiates contracts

By Ross Tieman

Centrica, the gas trading business demerged from British Gas in February, has now renegotiated half of its over-priced take-or-pay contracts with North Sea gas producers, and expects to strike further deals shortly.

"By the end of the year we will have the portfolio in a manageable form," Roy Gardner, chief executive, said yesterday.

Although about 35 suppli-

ers are involved in the outstanding contracts, the company is believed to be concentrating on discussions over fields controlled by companies including Phillips, Shell, Conoco, Chevron, Total and Elf.

Analysts had estimated that Centrica had liabilities of about £1.5bn arising from the old contracts.

But Mr Gardner said yesterday that Centrica had succeeded in reducing its average cost of gas to about 16p a

therm, excluding periods of peak demand, against a spot market price of almost 14p.

Mark Clure, finance director, said: "In the domestic market we believe we can probably pass through the residual price differential."

During the half to June 30, group sales fell 6.6 per cent to £4.22bn, and operating profits from £179m to £29m.

Centrica provided an extra £40m for compensating gas suppliers after renegotiating take-or-pay contracts.

A further £192m was set aside for the windfall tax and £20m for redundancies, bringing total charges to £252m.

The pre-tax loss was £216m (losses of £53m).

Cash flow from operations was £413m. Most of the money comes from the group's gas production fields in Morecambe Bay, but there was also a big cut in working capital as the company sorted out its domestic billing system.

Blue skies, clean air. What else would you expect in the desert?

Would you believe, the fastest-growing industrial complex in the world?

Chemicals, plastics, fertilizers...all told, SABIC's output is running at 20 million tonnes a year and set to increase to approximately 25 million by the year 2000.

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We're proud to say our record on environmental protection is equally impressive.

Starting from scratch meant we could construct state-of-the-art plants meeting the highest international standards in pollution control.

The proof? Fourteen of our plants already have the coveted ISO-9002 certificate and the rest are set to follow.

For us, the sky's the limit. And we intend to keep it clean.



THE POWER TO PROVIDE

RESULTS

		Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current payment (p)	Date of payment	Dividends corresponding dividend	Total for year	Total last year
A&L & Co	6 mths to June 30	75.3	(74)	5.45	(4.8)	10.3	(8.9)	2.7	7.2
Advent	Year to June 30	191.4	(222.7)	105.3	(22.4)	11.4	(30.7)	5.6	7.8
Arjo Wiggins	6 mths to June 30	1,842	(1,857)	105.3	(22.4)	8.4	(22.2)	2.9	7.5
Aspen	6 mths to June 30	47	(48.2)	338.4	(49.9)	2.8	(2.1)	2.5	6.25
Bentley	6 mths to June 30	45.5	(40.9)	7.98	(6.4)	22.46	(0.8)	0.7	2.78
Bentley	24 wks to June 14	2,346	(1,895)	17.24	(32.6)	4.1	(8.2)	8.3	23.8
British Aerospace	6 mths to June 30	3,316	(2,916)	70.4	(18.4)	16.4	(31.2)	7.92	16.63
Brunner Mond	Year to June 30	145.7	(130.8)	18.3	(18.3)	18.3	(18.3)	5.8	12
BTR	6 mths to June 30	4,222	(4,520)	148.4	(186)	4.9	(12.1)	3.7	9.73
Centrica	6 mths to June 30	1,134	(1,181)	41.54	(47.4)	3.4	(4)	4.63	8.73
Castle Wiggins	Year to March 31	5.72	(1.72)	6.47	(1.08)	21.71	(6.5)	7.2	-
Comstock Coal	Year to June 30	7.7	(10.5)	11.71	(3.8)	7.2	(3.8)	10.29	10.29
Corvus	6 mths to June 30	202.3	(157.3)	161.4	(12.3)	8.55	(7.1)	3.78	2.5
Devis Service	6 mths to June 30	31.5	(24.8)	0.466	(0.394)	2.89	(2.27)	1.1	17
ESG	6 mths to June 30	480	(427.9)	146.3	(157.5)	14.8	(13.5)	6.9	0.2
Enterprise Oil	Year to May 31	32.2	(31.8)	1.59	(1.01)	2.4	(1.8)	0.3	5.8
Goodland	6 mths to June 30	116.4	(83.9)	6.81	(4.44)	7.51	(6.2)	1.75	4.5
Headland	6 mths to June 27	11.3	(10.7)	0.538	(0.402)	7.7	(5.8)	1.9	2.1
Heaton	6 mths to June 30	45.2	(36.2)	1.61	(0.435)	4.75	(1.28)	1.1	11.13
Jackson	28 wks to July 12	59.3	(56.1)	1.1	(1.08)	3.5	(2.9)	0.8	11.13
Jays	6 mths to June 30	80.4	(88.1)	0.094	(0.094)	0.6	(0.3)	2.5	11.5
Legal & General	6 mths to June 30	12.8	(17)	10.11	(0.16)	22.1	(11.1)	3.4	3.25
Marlborough Warwick	Year to June 30	473.4	(205.8)	23.54	(20.4)	18.4	(14)	0.75	11.5
National Express	6 mths to June 30	53.4	(56.1)	2.1	(1.41)	7	(5.5)	1	11.5
Pittards	6 mths to June 30	4.37	(3.71)	0.823	(0.761)	5.63	(5.23)	5	51
Quadrant	6 mths to June 30	24.4	(14.4)	6.31	(4.38)	15.39	(11.99)	16.5	2.64
Redhouse Bros	6 mths to June 30	4,571	(4,003)	975	(801)	42.5	(28.5)	1.3	12.3
Rio Tinto	6 mths to June 30	1,134	(1,181)	41.54	(47.4)	3.4	(4)	4.63	8.73
Royal Dutch Pet	6 mths to June 30	52.6	(56)	5.25	(5.91)	6.92	(7.8)	5.1	5.49
Shell Transport	Year to June 30	131.3	(136.3)	22.4	(21.8)	17.4	(16.8)	4.8	14.8
Spirax-Sarco	6 mths to June 30	6.87	(5.02)	0.451	(0.184)	8.5	(3.1)	2.5	10
Tractor Network	28 wks to July 12	918.2	(1,048)	13.74	(42.8)	0.8	(6.5)	3.7	7.2
United Shells	6 mths to June 30	567.9	(553.8)	154	(15.8)	1.9	(6.3)	2.6	5.1
Vickers	6 mths to June 30	567.9	(553.8)	154	(15.8)	1.9	(6.3)	2.6	5.1

Investment Trusts

| Abstract Concept | Year to June 30 | 100.4 | (84.4) | 1.51 | (1.56) | 7.96 | (8.24) | 1.475 | 8.5 |
| Johnson Fry Units | Year to July 31 | 149.5 | (97.3) | 0.489 | (0.664) | 4.59 | (6.23) | 3.3 | 5.4 |

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. After exceptional charge. After exceptional credit. 10p increased capital. 40m stock. Foreign income dividend. Special interim of 10p paid on June 20. 55p adjusted for subdivision. British currency. US currency. Dutch florins - gross. Adjusted for capitalisation issue. Sinteram of 0.553p payable October 15 also declared for current year.

CURRENCIES AND MONEY

German inflation fear helps D-Mark

MARKETS REPORT

By Simon Kuper

The D-Mark rose against the dollar yesterday, as prospects of a rise in German interest rates pushed the currency through various technical levels.

Omar Issing, chief economist at the Bundesbank, said the trend towards lower inflation in Germany had ended. "Indicators are going in the wrong direction," he said. "It is not a dramatic change, but the trend has changed and we in the Bundesbank are concerned about that."

He said M3 money supply growth had to slow further.

The 2.9 per cent rise in German second-quarter GDP reported earlier this week has made the market bullish about the D-Mark.

Philip Shaw, chief economist at Investec, in London, said there seemed to be a gathering belief within the Bundes-

bank that its "super-easy monetary stance" had to be tightened. "We are probably close to the top of the unemployment cycle in west Germany," he said.

The D-Mark accelerated to DM1.775 against the dollar in late trading after the European close yesterday. 2.2 pence above Wednesday's London close. It was helped by moves through the DM1.780 and DM1.784 levels. The D-Mark had traded in a range of DM1.80-DM1.85 against the dollar for weeks.

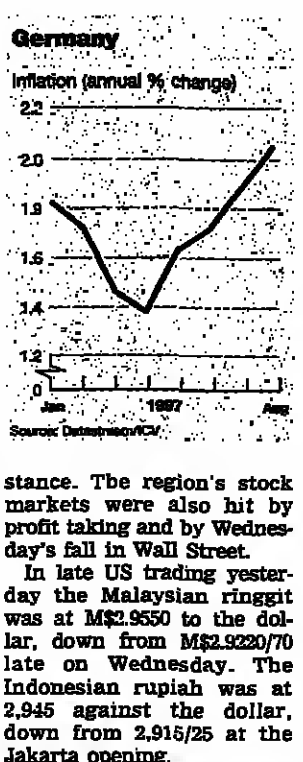
Although the dollar fell against the D-Mark, it rose against the yen. The Japanese currency was hit by data showing that Japan's gross domestic product fell by an annualised 11.2 per cent in the second quarter.

The sharpest fall since 1974. The yen's slide was restrained only by a surge in Japan's trade surplus in July, which added to fears that the US would seek to strengthen the yen as a way of reducing the surplus.

Washington said it will raise the trade issue at the Group of Seven industrialised nations meetings starting in Hong Kong on September 20. Strategists said Japan seemed to be working on measures to stimulate domestic economic demand, as the US has requested.

The yen fell Y0.7 against the dollar to Y119.8. Against the D-Mark it fell Y0.71 to Y66.85. The pound fell 1.3 pence against the D-Mark to DM2.845.

South east Asian currencies fell yesterday, as the market decided that Malaysia's state plans to reduce its current account and trade deficits lacked sub-



stance. The region's stock markets were also hit by profit taking and by Wednesday's fall in Wall Street.

In late US trading yesterday the Malaysian ringgit was at M\$2.9550 to the dollar, down from M\$2.9220/70 late on Wednesday.

The Indonesian rupiah was at Rp2,945 against the dollar, down from Rp2,915/25 at the Jakarta opening.

"Never confuse motion with action," Ernest Hemingway is said to have told Marlene Dietrich. The currency markets today offer plenty of motion - the dollar, D-Mark and yen are bobbing up and down against one another - but it does not seem to be leading anywhere. Where the dollar rises sharply, it soon comes down again just as fast. We are seeing bumpy range-trading.

Atvin Persaud, global head of foreign exchange research at J.P. Morgan in London, believes the lack of direction is due to the many unresolved issues troubling the market. Investors have little idea as to whether Germany will raise interest

WORLD INTEREST RATES

MONEY RATES									
September 11	Over night	One month	Three months	Six months	One year	Long term	Dis. rate	Repo rate	
Belgium	3%	3%	3%	3%	3%	6.00	2.50	-	-
France	3%	3%	3%	3%	3%	3.10	-	-	4.75
Germany	3%	3%	3%	3%	3%	4.20	2.50	8.00	-
Italy	6%	6%	6%	6%	6%	7.75	6.25	6.75	-
Netherlands	3%	3%	3%	3%	3%	2.50	3.00	-	-
Switzerland	1%	1%	1%	1%	1%	-	1.00	-	-
US	5%	5%	5%	5%	5%	-	5.00	-	-
Japan	5%	5%	5%	5%	5%	-	0.50	-	-

LIBOR FT London
Interbank Prime
US Dollar CDs
ECU Linked De
SDR Linked De

LIBOR interbank rates are offered rates for \$10m quoted to the market by four overseas banks at 11am each working day. The banks are Barclays Bank, Citibank, Deutsche Bank and National Westminster Bank. US Dollar, ECU & SDR Linked Deposits (Dy).

EURO CURRENCY INTEREST RATES

Sep 11	Short term	7 days notice	One month	Three months	Six months	One year
Belgian Franc	3%	3%	3%	3%	3%	3%
Danish Krone	3%	3%	3%	3%	3%	3%
German Mark	3%	3%	3%	3%	3%	3%
Dutch Guilder	3%	3%	3%	3%	3%	3%
French Franc	3%	3%	3%	3%	3%	3%
Portuguese Esc.	3%	3%	3%	3%	3%	3%
Spanish Peseta	3%	3%	3%	3%	3%	3%
Swiss Franc	1%	1%	1%	1%	1%	1%
US Dollar	5%	5%	5%	5%	5%	5%
Italian Lira	7%	7%	7%	7%	7%	7%
Japanese Yen	5%	5%	5%	5%	5%	5%
South Korean Won	5%	5%	5%	5%	5%	5%
Chinese Yuan	5%	5%	5%	5%	5%	5%

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THREE MONTH EUROFRANK FUTURES (Liffe) DM1m points of 100%

Sep	Open	Sett price	Change	High	Low	Est. vol	Open Int.
Sep	96.50	96.50	-	96.51	96.49	8,532	43,138
Oct	96.48	96.48	-0.01	96.51	96.46	18,937	45,225
Nov	96.38	96.32	-0.02	96.37	96.31	8,900	31,508

ONE MONTH EUROFRANK FUTURES (Liffe) DM1m points of 100%

Sep	Open	Sett price	Change	High	Low	Est. vol	Open Int.
Sep	96.72	96.72	-	96.73	96.71	22,581	183,778
Oct	96.52	96.51	-0.01	96.54	96.49	39,768	289,578
Nov	96.38	96.34	-0.02	96.39	96.32	4,682	27,420
Dec	96.17	96.13	-0.03	96.19	96.11	4,810	21,767

THREE MONTH EUROFRANK FUTURES (Liffe) DM1m points of 100%

Sep	Open	Sett price	Change	High	Low	Est. vol	Open Int.
Sep	96.18	96.20	+0.02	96.21	96.18	7,620	70,077
Oct	96.32	96.30	+0.04	96.35	96.27	17,449	110,643
Nov	96.37	96.42	+0.05	96.42	96.36	12,163	69,577
Dec	96.39	96.43	+0.04	96.44	96.38	12,407	58,242

THREE MONTH EUROFRANK FUTURES (Liffe) DM1m points of 100%

Sep	Open	Sett price	Change	High	Low	Est. vol	Open Int.
Sep	96.55	96.55	+0.02	96.57	96.52	9,224	48,108
Oct	96.23	96.21	-0.01	96.24	96.17	15,914	97,746
Nov	96.03	96.00	-0.01	96.04	95.97	4,718	32,465
Dec	95.81	95.78	-0.01	95.82	95.74	1,253	14,778

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Dec	95.81	95.78	-0.01	95.82	95.74	1,253	14,778

THREE MONTH EUROFRANK FUTURES (Liffe) DM1m points of 100%

Sep	Open	Sett price	Change	High	Low	Est. vol	Open Int.
Sep	96.55	96.55	+0.02	96.57	96.52	9,224	48,108
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POUND SPOT FORWARD AGAINST THE POUND

Sep 11	Closing mid-point	Change	Day's bid	Day's ask	One month	Three months	One year	Bank of England	
Europe									
Australia	(Sd)	2.0217	-0.0079	1.03	330	20.1245	19.7731	19.2873	3.3
Belgium	(Bfr)	58.7811	-0.2304	729	883	58.1810	58.1810	58.5511	8.7
Denmark	(DKr)	10.8518	-0.0218	289	388	10.8509	10.8509	10.8509	3.5
France	(FFr)	6.5544	-0.0281	182	325	6.5510	6.5490	6.4981	3.4
Germany	(DM)	2.8451	-0.0125	436	466	2.8399	2.8384	2.8357	3.9
Greece	(Dr)	447.622	-2.062	402	84	450.268	447.060	449.405	-4.8
Ireland	(Ir)	1.0933	-0.0032	271	894	1.0931	1.0931	1.0931	0.6
Italy	(L)	277.630	-13.84	448	776	277.912	277.240	277.617	1.0
Netherlands	(F)	58.7811	-0.2304	729	883	58.1810	58.1810	58.5511	3.3
Norway	(Nkr)	3.2046	-0.0144	530	061	3.2018	3.1981	3.1944	3.8
Portugal	(Esc)	200.310	-0.0787	527	089	200.310	200.310	200.310	0.8
Spain	(Ptas)	236.676	-1.389	521	631	241.080	239.581	239.381	1.8
Sweden	(Skr)	12.3783	-0.0215	704	882	12.3783	12.3783	12.3783	2.8
Switzerland	(Sfr)	2.3485	-0.0047	448	478	2.3485	2.3485	2.3485	5.6
UK	(Sd)	1.5681	-0.0065	489	521	1.5681	1.5681	1.5681	2.7
USA	(Dol)	1.5681	-0.0065	489	521	1.5681	1.5681	1.5681	2.7
South Africa	(Rand)	1.5681	-0.0065	489	521	1.5681	1.5681	1.5681	2.7
Japan	(Yen)	1.5681	-0.0065	489	521	1.5681	1.5681	1.5681	2.7
China	(Yuan)	1.5681	-0.0065	489	521	1.5681	1.5681	1.5681	2.7
India	(Rupee)	1.5681	-0.0065	489	521	1.5681	1.5681	1.5681	2.7
South Korea	(Won)	1.5681	-0.0065	489	521	1.5681	1.5681	1.5681	2.7
Indonesia	(Rupiah)	1.5681	-0.0065	489	521	1.5681	1.5681	1.5681	2.7
Malaysia									

COMMODITIES AND AGRICULTURE

Turkmenistan offers oil concessions

By Kevin Done,
East Europe Correspondent

Turkmenistan yesterday launched its first international offshore licensing round for oil and gas exploration in the Caspian Sea.

The central Asian republic is offering concessions in 11 blocks in one of the most promising regions for hydrocarbons exploration.

However, the delineation of the Caspian Sea continental shelf is still disputed among the five states bordering the sea - Turkmenistan, Russia, Azerbaijan, Kazakhstan and Iran. At least one of the blocks

offered covers territory where Azerbaijan is already seeking to develop an existing discovery.

The Caspian Sea is one of the international oil industry's most complicated challenges, both because of disputes over the legal status of the Caspian Sea continental shelf and political problems over the routes of export pipelines.

The Turkmen authorities said the five countries were "generally" confining exploration and development to areas clearly under their jurisdiction and had agreed to negotiate on a block-by-block basis in cases of dispute.

A Turkmen delegation led by Batyr Sardjajev, minister for oil and gas, and Yolly Gurbanmuradov, deputy prime minister, faced heavy criticism from an Azeri diplomat at a presentation in London yesterday, however, over the status of an area of the continental shelf claimed by both countries.

In July LUKoil and Rosneft, the Russian oil companies, signed a deal with Socar, Azerbaijan's state oil company, to develop jointly the Kypaz field, which is located along the maritime boundary separating Turkmenistan from Azerbaijan.

Turkmenistan refers to the field as Serdar and yesterday included it in its own licensing round.

US and Russian foreign policy in the region is shifting against the background of potential multi-billion dollar oil and gas deals, and in recent weeks Turkmenistan has succeeded in persuading the Russian government to back its claims over the Kypaz/Serdar field, leading to the apparent withdrawal of Rosneft from the project.

Israeli Mamedov, oil and gas counsellor at the Azerbaijan embassy in London, insisted the Kypaz field was in the Azerbaijan

sector and that any claims on the field did not "have an international legal basis".

Tenders for the 11 exploration blocks offered by Turkmenistan yesterday must be submitted by November 28. Negotiations with international oil companies are expected to begin in January with the first concessions to be awarded in the early spring.

Toiy Kurbanov, executive director of the Hydrocarbon Resources agency, said that a second offshore licensing round could be launched in the second half of 1998 or in early 1999.

COMMODITIES NEWS DIGEST

Rio Tinto chief upbeat on metals

An upbeat outlook for metals and minerals was presented yesterday by David Humphreys, chief economist at Rio Tinto, the world's biggest mining company. He suggested that markets would "remain relatively balanced". Demand for industrial materials was increasing faster than general economic growth and there was no evidence it would slow dramatically in 1998, he said. Supplies of many metals and minerals were also very tight and stocks were low.

"Stocks of London Metal Exchange metals stand at levels well below those of 1994, when prices surged, and are not far off those which applied during the late 1980s," he said in a paper presented with Rio's annual results. "Although stocks data generally omit metal held under financing deals by banks and the increasingly important stocks held in China, for iron ore, Australian ports have seen queueing ships and falling stockpiles. Gold is a clear, if unfortunate, exception, with central banks evidently happy to supply the market with whatever it will absorb from their abundant holdings."

Production increases would relieve the pressure on metals and minerals markets but there would be variations in the rate at which new supplies became available. "Zinc in particular looks set for an interesting ride over the next year," he said.

The overall prospect was for metal and mineral supplies to rise broadly in step with off-take, but Mr Humphreys warned: "With stocks as low as they are, any perception that metals markets are headed for significant disequilibrium will feed rapidly through into prices, particularly if disenchantment with stock and bond markets leads the funds to assume a more aggressive stance."

As for bulk commodities, "iron ore looks to be facing a tight market in 1998 but in the coal market ample supply availability means that high cost producers will continue to struggle."

Kenneth Gooding, London Rio Tinto results, UK Companies

WEATHER WARNING

El Niño may hit South Africa

South Africa could see next year's maize crop halved and the loss of about R1bn in foreign exchange earnings as a result of the El Niño weather pattern, Derek Hanekom, the country's agriculture minister, said yesterday. "We could see up to a 50 per cent reduction in the maize crop," he said. "It could cost the country over R1bn in foreign exchange. But there is no guarantee about that."

The El Niño weather pattern is caused by a periodic warming of the tropical Pacific Ocean by a few degrees that reverberates globally. In South Africa it is expected to bring drought that would damage the maize crop. Scientists have been predicting an El Niño to rival that of 1982-83, the worst on record, when South Africa's harvest was cut in half for two successive years.

Mr Hanekom said the National Maize Producers' Organisation had advised farmers to plant later in the season. He added that there would not be drought relief from the government. "If you pay farmers direct subsidies because their crops are reduced by drought, why not pay people direct subsidies because something else reduced their crops," he said.

Reuters, Cape Town

IPE plans gas oil restrictions

By Deborah Hargreaves
and Kenneth Gooding

London's International Petroleum Exchange yesterday took steps to tighten supervision of its gas oil market when it proposed restricting traders' open positions to 5,000 lots for the last five working days of each futures contract.

The move, if accepted by the membership, will eliminate "squeeze" in gas oil futures which occur when trading houses buy up more futures contracts than oil available for delivery and force up prices. "It will preserve the integrity of the gas oil futures markets and preserve users' confidence," said Richard Ward, executive vice-president of business development at the IPE.

Some traders suggested the limits, which will restrict holdings to 500,000 tonnes per position, could push business into the over-the-counter market. But Mr Ward denied this. "We do not believe these limits will inhibit normal business activity," he said.

The IPE is also setting up a delivery committee of users to arbitrate in disputes between trading houses.

Last year, a record delivery of 885,100 tonnes of gas oil against last November's futures contract led to a stand-off between two trading houses: Cargill and AIG, which caused a delay to gas oil supplies.

Oil prices on the IPE edged higher yesterday as diplomatic niceties at the UN in New York held up approval of a resolution allowing Iraq to complete its side of the current oil-for-food deal. In afternoon trading Brent blend for October loading was 16 cents a barrel higher at \$18.46.

Comments by Robert Wilson, chairman of Rio Tinto, helped spark a 2.6 per cent fall in copper prices on the London Metal Exchange to their lowest this year. At the close, copper for three-month delivery was down \$56 a tonne at \$3,095.

Mr Wilson said the copper market was in surplus and might move into a higher surplus in the year ahead. "Copper was on the edge of a precipice and this was the kick that helped it fall off the edge," said Robin Bhar, at Borealis (Brokers).

UK facing poor grain harvest

By Maggie Urry

The UK's 1997 grain harvest will be "the most challenging" for UK farmers for many years, Paul Kirk, chief executive of Dalgety Agriculture, said yesterday.

Prices were at a 20-year low, he said, and the problems with the quality of the crop were the worst since 1992. Growing conditions were poor, with drought early in the year followed by a cold, wet June. Rain in August delayed the harvest.

With most of the crop now gathered in, Dalgety Agriculture, part of the foods and agribusiness group, forecast the total grain harvest at 23.5m tonnes, down 1m tonnes on 1996, with most of the reduction in wheat. That was in spite of a 4.2 per cent increase in the area planted, following last year's cut in the set aside rate.

Yields have fallen sharply, with the average wheat yield forecast at 7.39 tonnes per hectare, a 10 per cent drop from last year's record level. Although the crop is lower, the UK is likely to find exporting the surplus more difficult than last year. Gary Hutchings, in charge of crop marketing at Dalgety Agriculture, said good harvests elsewhere, such as in Russia, eastern Europe and the US, the strength of the pound, and the poor quality



After a series of good UK harvests, farmers are facing a sharp drop in income

of the grain would make it harder to sell.

Low quality will also prevent much of the crop being sold into intervention.

Mr Hutchings predicted markets for 2m tonnes of an exportable surplus of 3.5m tonnes of wheat. Selling the excess would drive prices down. The price of wheat on the futures markets for November delivery has

fallen 28 per cent since the peak in April.

He said last year's larger surplus, of 4.8m tonnes, had been sold without problems, but "we are far from confident we can even come remotely close to last year's performance".

He thought the European Commission would be cautious in awarding licences to export grain outside the

European Union in case the EU retaliated by re-instituting export subsidies, under the Export Enhancement Program.

After a series of good UK harvests, arable farmers are facing a sharp drop in income. They are likely to cut back investment in machinery, and to increase plantings for next year, experts at Dalgety said.

COMMODITIES PRICES

BASE METALS

LONDON METAL EXCHANGE
(Prices from Anonymous Metal Trading)

■ ALUMINIUM, 99.7 PURITY (\$ per tonne)

Close 1808.5-5.5 1822-3

Previous 1809-10 1827-28

High/Low 1592/1615

AM Official 1816-17 1827-28

Kerb close 1819-20

Open Int. 260,378

Total daily turnover 88,568

■ ALUMINIUM ALLOY (\$ per tonne)

Close 1420-30 1445-55

Previous 1419-23 1445-48

High/Low 1452/1450

AM Official 1420-25 1445-50

Kerb close 1448-50

Open Int. 5,028

Total daily turnover 920

■ LEAD (\$ per tonne)

Close 634.5-5.5 645-6

Previous 636-7 646-7

High/Low 634/638

AM Official 635-7 647-8

Kerb close 638-40

Open Int. 33,560

Total daily turnover 5,990

■ NICKEL (\$ per tonne)

Close 6535-45 6530-35

Previous 6570-80 6575-85

High/Low 6710/6595

AM Official 6545-50 6540-45

Kerb close 6595-900

Open Int. 10,975

Total daily turnover 13,675

■ TIN (\$ per tonne)

Close 5415-20 5450-60

Previous 5430-35 5475-80

High/Low 5490/5440

AM Official 5415-20 5455-60

Kerb close 5455-70

Open Int. 14,117

Total daily turnover 2,714

■ ZINC, special high grade (\$ per tonne)

Close 1629-34 1439-41

Previous 1635-40 1454-55

High/Low 1449/1455

AM Official 1650-52 1447-54.8

Kerb close 1439-40

Precious Metals continued

■ GOLD COMEX (100 Troy oz.; \$/Troy oz.)

Sep 324.2 +2.5 324.9 324.9 1,303 15,848

Oct 325.1 +2.5 326.5 327.1 1,303 15,848

Nov 326.5 +2.5 329.0 329.2 1,134 11,236

Dec 328.2 +2.5 329.8 329.5 62 5,382

Jan 329.9 +2.5 329.0 326.3 66 5,382

Feb 331.8 +2.5 332.8 328.5 64 8,216

Mar 331.8 +2.5 332.8 328.5 64 8,216

Total 17,292,294.33

■ PLATINUM NYMEX (50 Troy oz.; \$/Troy oz.)

Sep 428.4 +2.2 431.0 425.1 2,322 10,167

Oct 418.4 +2.2 421.5 416.0 201 3,496

Nov 411.4 +0.2 - - - 10 437

Dec 407.4 +0.2 - - - 2 4,142

Jan 407.4 +0.2 - - - 2 4,142

Total 2,494 14,102

■ PALLADIUM NYMEX (100 Troy oz.; \$/Troy oz.)

Sep 199.35 +4.25 197.00 196.00 27 368

Oct 193.50 +4.25 194.50 188.00 117 3,864

Nov 191.50 +4.25 188.10 188.10 103 3,864

Dec 190.05 +4.25 - - - 107 3,879

Total 145 3,879

■ SILVER COMEX (5,000 Troy oz.; \$/Troy oz.)

Sep 471.0 +1.8 470.0 470.5 84 387

Oct 476.5 +1.7 485.0 474.5 5,897 53,454

Nov 480.0 +1.7 - - - 20

Dec 483.0 +1.7 490.0 490.0 108 11,959

Jan 487.3 +1.7 490.5 490.0 4 3,210

Feb 491.4 +1.7 - - - 10 2,380

Total 6,968 77,287

■ CRUDE OIL NYMEX (1,000 barrels; \$/barrel)

Sep 19.73 +0.21 19.72 19.39 41,858 86,872

Oct 19.73 +0.21 19.82 19.37 21,238 62,444

Nov 19.78 +0.12 19.85 19.51 10,895 54,098

Dec 19.86 +0.15 19.92 19.75 5,742 34,057

Jan 19.86 +0.15 19.98 19.78 1,134 16,810

Feb 19.87 +0.12 19.98 19.78 309 10,163

Total 64,192 473,414

■ CRUDE OIL IPE (\$/barrel)

Sep 18.62 +0.22 18.63 18.30 22,189 46,673

Oct 18.59 +0.19 18.61 18.39 14,168 56,391

Nov 18.66 +0.17 18.67 18.49 3,257 20,498

Dec 18.69 +0.14 18.69 18.54 1,335 18,098

Jan 18.74 +0.13 18.74 18.54 181 6,390

Feb 18.85 - - - 18.85 538 3,763

Total n/a n/a

■ HEATING OIL NYMEX (42,000 US gal.; \$/US gal.)

Sep 52.30 +0.73 52.60 51.70 25,509 43,237

Oct 52.30 +0.73 52.60 51.70 25,509 43,237

GRAINS AND OIL SEEDS

■ WHEAT LIFFE (100 tonnes; £ per tonne)

Sep 67.00 - - - 66.75 42 129

Oct 66.25 +0.55 66.40 67.75 150 3,394

Nov 66.10 +0.59 66.25 68.00 103 2,549

Dec 66.10 +0.59 66.25 68.00 103 2,549

Jan 66.10 +0.59 66.25 68.00 103 2,549

Feb 66.10 +0.59 66.25 68.00 103 2,549

Mar 66.10 +0.59 66.25 68.00 103 2,549

Total 398 10,259

■ WHEAT CBOT (5,000 bu; \$/bu; \$/US bushel)

Sep 364.00 -2.50 363.50 362.00 1,818 1,002

Oct 361.50 -2.50 361.00 360.00 1,818 1,002

Nov 361.50 -2.50 361.00 360.00 1,818 1,002

Dec 361.50 -2.50 361.00 360.00 1,818 1,002

Jan 361.50 -2.50 361.00 360.00 1,818 1,002

Feb 361.50 -2.50 361.00 360.00 1,818 1,002

Mar 361.50 -2.50 361.00 360.00 1,818 1,002

Total 14,385 104,988

■ MAIZE LIFFE (5,000 bu; \$/bu; \$/US bushel)

Sep 273.00 +3.75 274.00 267.50 4,571 6,496

Oct 272.50 +4.75 273.00 264.50 28,663 188,417

Nov 280.50 +4.50 281.00 273.00 3,307 53,028

Dec 280.50 +4.50 281.00 273.00 3,307 53,028

Jan 280.50 +4.50 281.00 273.00 3,307 53,028

Feb 280.50 +4.50 281.00 273.00 3,307 53,028

Mar 280.50 +4.50 281.00 273.00 3,307 53,028

Total 40,888 280,766

■ BARLEY LIFFE (100 tonnes; £ per tonne)

Sep 61.00 +0.85 - - - 100 118

Oct 60.25 +0.85 60.25 60.70 126 1,110

Nov 60.25 +0.85 60.25 60.70 126 1,110

Dec 60.25 +0.85 60.25 60.70 126 1,110

Jan 60.25 +0.85 60.25 60.70 126 1,110

Feb 60.25 +0.85 60.25 60.70 126 1,110

Mar 60.25 +0.85 60.25 60.70 126 1,110

Total 214 1,840

■ SOYABEANS CBOT (5,000 bu; \$/bu; \$/US bushel)

Sep 721.50 +12.00 723.00 705.00 1,175 4,057

Oct 642.25 +4.25 644.00 636.00 23,812 98,617

Nov 645.50 +4.50 646.50 638.00 2,949 21,470

Dec 652.00 +5.75 653.00 645.00 1,924 9,659

Jan 658.75 +6.75 659.00 650.00 44 7,031

Feb 664.50 +5.75 665.00 657.00 1,263 6,170

Mar 664.50 +5.75 665.00 657.00 1,263 6,170

Total 30,299 123,255

■ SOYABEAN MEAL CBOT (100 tonnes; \$/tonne)

Sep 22.57 -0.02 22.63 22.45 1,286 1,444

Oct 22.57 -0.02 22.63 22.45 1,286 1,444

SOFTS

■ COCOA LIFFE (10 tonnes; \$/tonne)

Sep 1077 -30 1088 1080 34 254

Oct 1112 -28 1142 1112 4,195 52,898

Nov 1133 -27 1161 1133 2,275 47,948

Dec 1159 -27 1184 1159 348 27,838

Jan 1164 -28 1192 1164 435 6,825

Feb 1178 -25 1192 1164 92 11,831

Mar 1178 -25 1192 1

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Year	Productivity Index (approximate)
1992	1.0
1993	1.2
1994	1.4
1995	1.6
1996	1.8

1992 1993 1994 1995 1996

LOCATE IN SCOTLAND

Freecall: 0500 666123 (in the UK) - 44 (0) 171 839 2117 <http://lis.scotland.co.uk>

EXTRACTIVE INDUSTRIES

Company	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
Alcoa	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Aluminum	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Alumina	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Alumina Refining	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Alumina Refining	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Alumina Refining	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Alumina Refining	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Alumina Refining	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Alumina Refining	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Alumina Refining	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Alumina Refining	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Alumina Refining	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Alumina Refining	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Alumina Refining	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Alumina Refining	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Alumina Refining	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Alumina Refining	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Alumina Refining	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Alumina Refining	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Alumina Refining	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Alumina Refining	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Alumina Refining	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Alumina Refining	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
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Alumina Refining	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
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Alumina Refining	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Alumina Refining	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Alumina Refining	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Alumina Refining	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Alumina Refining	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Alumina Refining	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Alumina Refining	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Alumina Refining	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Alumina Ref																																			

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LONDON STOCK EXCHANGE

Wall St retreat puts pressure on UK stocks

MARKET REPORT

By Steve Thompson
UK Stock Market Editor

UK stocks put up a battling performance yesterday but could not resist the downward pressure imposed by the latest turmoil in far eastern markets and the hefty decline on Wall Street overnight.

And another bout of weakness in US stocks at the outset of trading yesterday drove London equities down sharply at the close.

Down 183 points on the Dow Jones Industrial Average overnight, the US market came in exceptionally weak and posted a

60 point fall as London closed, extending that loss to 130 points 90 minutes later.

Wall Street's slide came in the wake of last week's jobless claims figure and the second-quarter current account deficit news, and was linked to a bout of weakness in US Treasury bonds, which were down around a half point not long after the UK close.

The FTSE 100 index posted its fourth consecutive decline, closing 50.4 off at 4,854.8, its lowest point of the day. Yesterday's decline extended the fall on the week so far to 139.4, or 2.8 per cent.

The weakness in the leaders

spread to other areas of the market, which, unlike the frontline stocks, have tended to attract funds in recent sessions.

Second-line issues were broadly lower, with the FTSE 250 index badly affected by profit warnings from two of its leading lights, Booker, the cash-and-carry business, and Coats Viyella, one of the UK's biggest textiles companies.

Similarly, the FTSE SmallCap index gave way to selling pressure, retreating 7.9 to 2,273.3.

The day began badly for UK equities, with 3 per cent-plus falls in Kuala Lumpur, Hong Kong, Jakarta and Manila, plus a 2 per cent retreat on the Tokyo mar-

ket, prompting an early mark-down of London's leading stocks.

Thereafter the market was always under pressure, although marketmakers and dealers insisted that selling was never more than modest.

"There was a sell-alike programme in the market on Tuesday and bids for the stock were not good. Since then we've had a couple more smaller sell-trades and there was no appetite for them either; it feels as if we're poised for another dip," said a senior trader at one big European securities house.

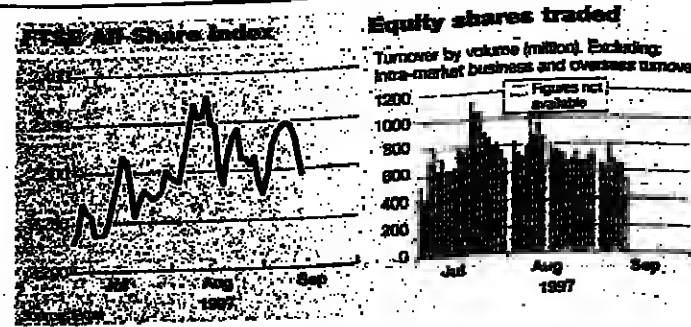
Those sentiments were echoed by the head of trading at a US investment bank in London, who

said global markets were starting to position themselves for the possibility of a rise in US interest rates after the next meeting of the Federal Reserve's open market committee. "If US rates go up, I can see the FTSE 100 down to 4,700," he said.

There were no surprises in the monetary policy committee's decision to leave UK interest rates on hold.

Among corporate news, BT's restructuring plan and its stated intention of returning value to shareholders triggered strong support for the shares, which topped both the performance and activity tables.

Turnover was 717.9m shares.



Indices and ratios					
FTSE 100	4854.8	-50.4	FT 30	3138.0	-5
FTSE 250	4633.2	-31.5	FTSE Non-Fins p/s	19.50	19.1
FTSE 350	2245.3	-22.8	FTSE 100 Fut. Sep	4850.0	14.9
FTSE All-Share	2294.72	-21.23	10 yr Gilt yield	7.01	7.0
FTSE All-Share yield	5.42	3.28	Long Yld/Volatility yld ratio	2.06	2.0

Best performing sectors		Worst performing sectors	
1 Diversified Inds	+2.7	1 Textiles & Apparel	-3.4
2 Transport	+0.1	2 Extractive Inds	-2.8
3 Retailers: Food	+0.1	3 Telecommunications	-2.4
4 Electricity	+0.0	4 Oil Integrated	-1.9
5 Health Care	+0.0	5 Mineral Extraction	-1.9

National Express surges

By Martin Brice
and Joel Kibazo

National Express achieved the biggest rise in the FTSE 250, with a 29.5 advance to 518p in one of the busiest days ever for the stock. 1.5m shares were traded. The rise was triggered by pre-tax figures of £23.5m that beat forecasts and led to a series of upgrades, while the positive sentiment spread to others in the sector.

Joint house broker NatWest Securities upgraded its predictions from £77.4m to £81m for this year and from £86.4m to £90m for 1998.

The result was driven by a performance from the train operating companies (TOCs) described by one analyst as "stunning". The company had increased the number of passengers by up to 7.7 per cent, and income had grown by increasing ticket inspections and off-peak offers.

However, the factor that led to increases in the shares of other train operators was said to be economic growth, which had led to greater use of trains.

Shares in Stagecoach were up 7.4 to 680p, although FirstBus, which stood at 193p last month, was subject to some profit-taking and eased to 202p. FirstBus has been put on the "buy" list by Merrill Lynch in its latest

global strategy document. BTR was the star of the day as it threw off the general decline and achieved the biggest rise in the FTSE 100 and the highest volume, with an advance of 15 to 284p with 65m traded, one of the ever days in the stock.

The scramble for the shares was driven by the company's statement that it was to turn itself from a conglomerate into a focused engineering group and return a "significant" amount of capital to shareholders. These two factors overshadowed results that fell about 12 per cent to £534m, almost exactly in line with expectations.

One analyst said: "The company is moving more rapidly than people expected. At the moment it is a confusing conglomerate, which is out of fashion, and it is going to concentrate on a few areas it is good at."

BTR shares were trading at about nine times estimated earnings for next year before the announcement, but if the company was rated as an engineer, the stock would be on 12.5 or 13 times earnings, analysts said.

British Aerospace surrendered 4.5% to £15.10p after the company unveiled interim results and said its Airbus "launch aid" repayments to the UK government would increase over the next few years. However, Martin Smith at Flemings Research said the sell-off had been overdone, adding: "There was too much concentration on the negative aspects and not enough on the solid,

quality results that these were." The underlying result rose 29 per cent to £278m.

Analysts were said to be adding about £10m to forecasts for the full year, taking estimates to about £540m-£560m. However, turnover in the stock was 1.9m - relatively low for such a liquid stock.

The market was cheered by an upbeat analysts' meeting at Centrica at which brokers came away with the feeling that UK's domestic gas supplier is dealing with its many problems.

The meeting came after Centrica reported figures which showed a loss of £216m, up from last year's interim loss of £53m, with the widening deficit blamed on warmer weather. Underlying net income was also down, falling to £21m against £100m at the same stage a year before.

FT 30 INDEX

	Sep 11	Sep 10	Sep 9	Sep 8	Sep 5	Yr ago	High	Low
FT 30	3130.0	3143.0	3186.5	3182.5	3184.5	2883.3	3222.3	2883.6
Ord. div. yield	3.80	3.59	3.56	3.54	3.54	4.03	4.22	3.39
P/E ratio	20.45	20.40	20.35	20.32	20.32	17.11	20.78	16.78
P/E ratio	20.18	20.21	20.37	20.48	20.47	16.95	20.40	15.71

FT 30 since completion: high 3226.3 (12/07/97); low 284.4 (26/04/94). Data Date: 1/7/97.

FT 30 hourly changes

Open	9.00	10.00	11.00	12.00	13.00	14.00	15.00	16.00	High	Low
3128.9	3130.5	3140.0	3137.4	3138.9	3145.7	3138.0	3140.1	3143.2	3147.0	3128.3

SEAO bargains

	Sep 11	Sep 10	Sep 9	Sep 8	Sep 5	Yr ago
SEAO bargains	37,308	38,273	38,399	38,919	41,483	36,948

Ord. div. yield: 2027.7; 2008.7; 2017.6; 2108.4; 1902.5

Equity turnover (m): 31,869; 37,493; 37,593; 38,199; 38,641

Equity turnover (m): 31,869; 37,493; 37,593; 38,199; 38,641

Shares traded (m): 794.1; 535.8; 653.3; 653.1; 653.4

(Including intra-market and overseas turnover but excluding Great turnover)

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London market data

	Sep 11	Sep 10	Sep 9	Sep 8	Sep 5	Yr ago
Prices and falls						
Total Rise	307					
Total Falls	1,202					
Same	1,595					

Sep 11 "Data based on Equity shares listed on the London Stock Exchange."

However, the figures appeared to be less important to the market than the group's willingness to address its problems. The shares shed 2.4 to 87p.

In the oil, Shell gave up 10% to 437p after it said it would pay an interim dividend of 5.1p per share on November 3. The company said this dividend represented an increase of 6.3 per cent over the 1996 interim dividend of 4.8p, which was retained to account for the capitalisation issue which occurred on June 30.

However, analysts indicated the payout was at the bottom of the range of expectations around the 5.0p to 5.3p mark.

SocGen believes the shares to be overvalued and yesterday reiterated its "sell" stance on the shares. John Tolstolter at the broker said: "There is too much anticipa-

tion of earnings growth which may not materialise." In the rest of the sector, Enterprise Oil, which reported interim profits ahead of expectations eased 4% to 687p, while Steve Turner at James Capel said: "The market was also cheered by the increase in the dividend and management confidence that it will increase reserves again this year."

The broker believes the pace of the company's exploration programme will accelerate over the next six months.

Textiles group Coats Viyella was the worst performer in the FTSE 250 after it revealed worse-than-expected interim figures for the first half and warned that profits in the second half of the year are also likely to disappoint.

The shares surrendered 13 or nearly 11 per cent to 109p, after the group reported profits of £44.4m up from £41.1m at the same stage a year earlier. The more bullish analysts had expected profits in the region of £50m.

One analyst was reported to have said restructuring had not created shareholder value, and with a break-up valuation of 150p to 170p - well above the current share price - that would be a logical option. Several brokers moved to downgrade full-year profit expectations by around 50m to about £50m.

In chemicals, ICI followed the poor market trend and closed 6 off at 998p. Goldman Sachs yesterday published a report on ICI entitled "Rejuvenated". The US investment bank says it rates the shares as "market performers" based on the prospects for the business following the major transformation moves implemented or announced since May 7 1997: the group's prospects (in particular, improved earnings quality and growth

potential) fully justify the 42 per cent increase in the share price since that date."

A trading statement from the John Lewis Partnership which highlighted growth in its Waitrose supermarkets arm put a spring in the step of fellow food retailers, which defied the market fall. Asda Group advanced 2% to 144p, and Kwik Save gained 3% to 831p.

Rank Group bought back 5m of its shares at 350p, via BZW Securities and NatWest Securities. The stock eased a penny to 349p.

Peterhouse Group, the contracting services group which reversed into the former Shorrocks Group Holdings, closed at 100p, a premium to its placing price of 80p.

LONDON RECENT ISSUES: EQUITIES

Issue	Price	Yield	Div.	Div. cover	P/E	Div. yield	P/E
BP	415	3.85	100	100	11.0	3.85	11.0
BP	23.2	14.10	100	100	13.7	14.10	13.7
BP	115	11.4	100	100	22.75	11.4	22.75
BP	115	11.4	100	100	22.75	11.4	22.75
BP	115	11.4	100	100	22.75	11.4	22.75
BP	115	11.4	100	100	22.75	11.4	22.75
BP	115	11.4	100	100	22.75	11.4	22.75
BP	115	11.4	100	100	22.75	11.4	22.75
BP	115	11.4	100	100	22.75	11.4	22.75
BP	115	11.4	100	100	22.75	11.4	22.75

† Alternative Investment Market. ‡ Placing price. § Introduction. For a full explanation of all other symbols please refer to The London Share Service notes.

FTSE GOLO MINES INDEX

	Sep 11	Sep 10	Sep 9	Sep 8	Sep 5	Yr ago	High	Low
Gold Mines Index (1)	1367.58	-0.5	1376.23	1367.82	1.38	-1991.38	1370.14	

At Regional Index: Africa (14) 1362.37 -0.5 1360.45 2578.38 5.58 22.44 20.61 1324.06

Antarctica (1) 1028.12 -1.4 1048.22 2243.30 0.51 17.93 22.63 1038.10

Asia Pacific (1) 1361.41 -0.4 1371.25 1778.90 1.03 80.34 183.77 1344.23

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WORLD STOCK MARKETS

Emerging markets: IFC investable indices

Dollar Index		SOUTH KOREA (Sep 11 / Won)	
Aug/LL	0	-80	9.24
AR	1.71	-	1.72
AP/Nov	2.28	-50	2.80
BHP	16.81	-08	20.05

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GLOBAL EQUITY MARKETS

US INDICES

Index	10	9	8	1997	1996	1995	1994	1993	1992	1991	1990	1989	1988	1987	1986	1985	1984	1983	1982	1981	1980	1979	1978	1977	1976	1975	1974	1973	1972	1971	1970	1969	1968	1967	1966	1965	1964	1963	1962	1961	1960	1959	1958	1957	1956	1955	1954	1953	1952	1951	1950	1949	1948	1947	1946	1945	1944	1943	1942	1941	1940	1939	1938	1937	1936	1935	1934	1933	1932	1931	1930	1929	1928	1927	1926	1925	1924	1923	1922	1921	1920	1919	1918	1917	1916	1915	1914	1913	1912	1911	1910	1909	1908	1907	1906	1905	1904	1903	1902	1901	1900	1899	1898	1897	1896	1895	1894	1893	1892	1891	1890	1889	1888	1887	1886	1885	1884	1883	1882	1881	1880	1879	1878	1877	1876	1875	1874	1873	1872	1871	1870	1869	1868	1867	1866	1865	1864	1863	1862	1861	1860	1859	1858	1857	1856	1855	1854	1853	1852	1851	1850	1849	1848	1847	1846	1845	1844	1843	1842	1841	1840	1839	1838	1837	1836	1835	1834	1833	1832	1831	1830	1829	1828	1827	1826	1825	1824	1823	1822	1821	1820	1819	1818	1817	1816	1815	1814	1813	1812	1811	1810	1809	1808	1807	1806	1805	1804	1803	1802	1801	1800	1799	1798	1797	1796	1795	1794	1793	1792	1791	1790	1789	1788	1787	1786	1785	1784	1783	1782	1781	1780	1779	1778	1777	1776	1775	1774	1773	1772	1771	1770	1769	1768	1767	1766	1765	1764	1763	1762	1761	1760	1759	1758	1757	1756	1755	1754	1753	1752	1751	1750	1749	1748	1747	1746	1745	1744	1743	1742	1741	1740	1739	1738	1737	1736	1735	1734	1733	1732	1731	1730	1729	1728	1727	1726	1725	1724	1723	1722	1721	1720	1719	1718	1717	1716	1715	1714	1713	1712	1711	1710	1709	1708	1707	1706	1705	1704	1703	1702	1701	1700	1699	1698	1697	1696	1695	1694	1693	1692	1691	1690	1689	1688	1687	1686	1685	1684	1683	1682	1681	1680	1679	1678	1677	1676	1675	1674	1673	1672	1671	1670	1669	1668	1667	1666	1665	1664	1663	1662	1661	1660	1659	1658	1657	1656	1655	1654	1653	1652	1651	1650	1649	1648	1647	1646	1645	1644	1643	1642	1641	1640	1639	1638	1637	1636	1635	1634	1633	1632	1631	1630	1629	1628	1627	1626	1625	1624	1623	1622	1621	1620	1619	1618	1617	1616	1615	1614	1613	1612	1611	1610	1609	1608	1607	1606	1605	1604	1603	1602	1601	1600	1599	1598	1597	1596	1595	1594	1593	1592	1591	1590	1589	1588	1587	1586	1585	1584	1583	1582	1581	1580	1579	1578	1577	1576	1575	1574	1573	1572	1571	1570	1569	1568	1567	1566	1565	1564	1563	1562	1561	1560	1559	1558	1557	1556	1555	1554	1553	1552	1551	1550	1549	1548	1547	1546	1545	1544	1543	1542	1541	1540	1539	1538	1537	1536	1535	1534	1533	1532	1531	1530	1529	1528	1527	1526	1525	1524	1523	1522	1521	1520	1519	1518	1517	1516	1515	1514	1513	1512	1511	1510	1509	1508	1507	1506	1505	1504	1503	1502	1501	1500	1499	1498	1497	1496	1495	1494	1493	1492	1491	1490	1489	1488	1487	1486	1485	1484	1483	1482	1481	1480	1479	1478	1477	1476	1475	1474	1473	1472	1471	1470	1469	1468	1467	1466	1465	1464	1463	1462	1461	1460	1459	1458	1457	1456	1455	1454	1453	1452	1451	1450	1449	1448	1447	1446	1445	1444	1443	1442	1441	1440	1439	1438	1437	1436	1435	1434	1433	1432	1431	1430	1429	1428	1427	1426	1425	1424	1423	1422	1421	1420	1419	1418	1417	1416	1415	1414	1413	1412	1411	1410	1409	1408	1407	1406	1405	1404	1403	1402	1401	1400	1399	1398	1397	1396	1395	1394	1393	1392	1391	1390	1389	1388	1387	1386	1385	1384	1383	1382	1381	1380	1379	1378	1377	1376	1375	1374	1373	1372	1371	1370	1369	1368	1367	1366	1365	1364	1363	1362	1361	1360	1359	1358	1357	1356	1355	1354	1353	1352	1351	1350	1349	1348	1347	1346	1345	1344	1343	1342	1341	1340	1339	1338	1337	1336	1335	1334	1333	1332	1331	1330	1329	1328	1327	1326	1325	1324	1323	1322	1321	1320	1319	1318	1317	1316	1315	1314	1313	1312	1311	1310	1309	1308	1307	1306	1305	1304	1303	1302	1301	1300	1299	1298	1297	1296	1295	1294	1293	1292	1291	1290	1289	1288	1287	1286	1285	1284	1283	1282	1281	1280	1279	1278	1277	1276	1275	1274	1273	1272	1271	1270	1269	1268	1267	1266	1265	1264	1263	1262	1261	1260	1259	1258	1257	1256	1255	1254	1253	1252	1251	1250	1249	1248	1247	1246	1245	1244	1243	1242	1241	1240	1239	1238	1237	1236	1235	1234	1233	1232	1231	1230	1229	1228	1227	1226	1225	1224	1223	1222	1221	1220	1219	1218	1217	1216	1215	1214	1213	1212	1211	1210	1209	1208	1207	1206	1205	1204	1203	1202	1201	1200	1199	1198	1197	1196	1195	1194	1193	1192	1191	1190	1189	1188	1187	1186	1185	1184	1183	1182	1181	1180	1179	1178	1177	1176	1175	1174	1173	1172	1171	1170	1169	1168	1167	1166	1165	1164	1163	1162	1161	1160	1159	1158	1157	1156	1155	1154	1153	1152	1151	1150	1149	1148	1147	1146	1145	1144	1143	1142	1141	1140	1139	1138	1137	1136	1135	1134	1133	1132	1131	1130	1129	1128	1127	1126	1125	1124	1123	1122	1121	1120	1119	1118	1117	1116	1115	1114	1113	1112	1111	1110	1109	1108	1107	1106	1105	1104	1103	1102	1101	1100	1099	1098	1097	1096	1095	1094	1093	1092	1091	1090	1089	1088	1087	1086	1085	1084	1083	1082	1081	1080	1079	1078	1077	1076	1075	1074	1073	1072	1071	1070	1069	1068	1067	1066	1065	1064	1063	1062	1061	1060	1059	1058	1057	1056	1055	1054	1053	1052	1051	1050	1049	1048	1047	1046	1045	1044	1043	1042	1041	1040	1039	1038	1037	1036	1035	1034	1033	1032	1031	1030	1029	1028	1027	1026	1025	1024	1023	1022	1021	1020	1019	1018	1017	1016	1015	1014	1013	1012	1011	1010	1009	1008	1007	1006	1005	1004	1003	1002	1001	10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Dollar continues to cast shadow on stocks

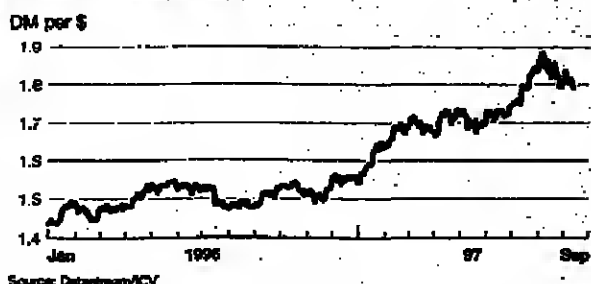
WORLD OVERVIEW

The foreign exchange markets continued to cast a long shadow across activity on the world's stock markets yesterday. Ironically, both the dollar's long rally and the possibility that the US currency might have peaked, were cited as negative factors, writes Philip Coggan.

The day started with markets reacting to Tuesday's falls on Wall Street, which had been prompted by concern that the strength of the dollar was set to undermine US corporate profits.

One of the underpinnings of the US bull market has been the scope for global brand names, such as Coca-

Dollar against the D-Mark



Cola, Gillette and IBM, to produce above-average earnings growth. That prospect has been threatened recently by both the crisis in Asia and by currency movements. Then Asian markets took another bath, as investors

took umbrage at the lack of detail in Malaysia's plan to cut its current account deficit and sold the ringgit, the Indonesian rupiah and the Philippine peso. In Tokyo, the Nikkei 225 took a hit from the extremely weak

second-quarter gross domestic product data, which appeared to rule out an interest rate increase until 1998, and gave some support to the yen.

In Europe, hawkish comments from Oskar Issing, the Bundesbank's chief economist, cast a pall over the markets. He said: "In Germany, we have seen a turning point in inflation. Indicators are going in the wrong direction. It is not a dramatic change, but the trend has changed and we in the Bundesbank are concerned about that."

The D-Mark gained a pence against the dollar in London trading yesterday, partly on the back of Mr Issing's

comments, which revived fears of a rise in German interest rates. Most continental bourses lost ground, with the FTSE Eurotop 100 index dropping 1.8 per cent. "The strengthening of the D-Mark against the dollar has pulled the rug from under one or two markets," said Richard Kersley, equity strategist at BZW. Ironically, it may also have hit Wall Street. "The equity market in the US has been tracking the dollar quite closely," said Bill O'Neill, international investment strategist at HSBC James Capel.

By the end of European trading, the trend had come full circle, with the Dow Jones Industrial Average

down another 60-70 points. That loss had widened to more than 130 points by lunchtime in New York, as concern over corporate earnings combined with nervousness about the pace of economic growth to encourage investors to trim holdings. Not long ago, the US market went up on the back of robust economic data (good for earnings) and on signs of a slowdown (good for bonds). When almost any news - including both dollar weakness and dollar strength - is cited as negative for markets, that may be a sign that investors are adopting a bearish slant.

London market, Page 32

EMERGING MARKET FOCUS

Political winds ruffle Bangkok

Every time Thai prime minister Chavalit Yongchaiyudh opens his mouth to speak about politics, investors in Bangkok close their mouths to hold their breath.

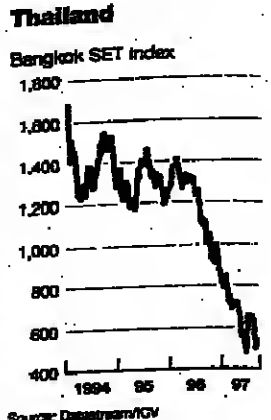
Yet this week the political temperature has, if anything, risen sharply. A parliamentary vote on Thai constitutional reform is set for early October. But as the deadline approaches there are fears that reform could be blocked.

Last week, Mr Chavalit, when asked whether he was supporting a new constitution designed to reduce the role of money in politics and create a more effective and stable government, replied: "I am 100 per cent." But this was perceived as ambiguous in the financial markets. On the following day the baht fell by more than 7 per cent, crushing the dollar value of a market that barely budged.

Subsequently, the prime minister, under direct pressure from military and business circles, made it clear that his fractious six-party coalition would support the newly proposed constitution, thus ensuring its passage through parliament. On Monday the market gained 6 per cent and the baht recovered some lost ground.

But this week when voting was delayed until after a no-confidence debate against Mr Chavalit, scheduled for September 24-25, shares fell 4 per cent. The delay gives the prime minister time to manoeuvre - including dissolving parliament and calling an election which would put the new constitution in limbo.

When there is no major political news, market moves and price movements are low. "Until the no-confidence debate, nothing fundamental is going to happen to the Thai market," says Russell Kopp, head of research at Dresdner Kleinwort Benson.



The new constitution is seen by investors as necessary to usher in a government that can handle the country's myriad of economic problems and satisfy stringent conditions laid down by the International Monetary Fund which is backing a \$17.2bn bailout package for Thailand.

Should the new constitution be voted in, reform will not happen overnight. A cooling off period of 10 months is part of the process. At the earliest it will be late next year before any fruits of reform will be seen, said one broker.

"Politics doesn't help but investors are also waiting for other things," says Rob Collins, head of research at Paribas Asia Equity.

Until a stabilisation package for the financial system is implemented and the two-tier currency system is abolished, investors have no way to gauge the real value of the share market.

While investors wait for events to unfold, most brokers feel the leading SET index has a downside of about 450, the level reached before July's devaluation, and an upside of about 600. However, political change was thought to be in the wind yesterday. The SET index rose against a clear downtrend across Asia, closing almost 2 per cent higher at 552.09.

Ted Bardacke

US equities drop steeply at midsession

AMERICAS

US equities fell steeply in early trading with weakness in technology and multinational stocks pushing the Dow Jones Industrial Average down by more than 130 points at one stage, writes John Labate in New York.

Concerns about Asian markets and worries that US economic expansion could translate into higher interest rates marred sentiment. "With the domestic economy growing faster than anyone expected at the start of the year, it's turning virtue into vice for many large cap stocks," said Bill Meehan, chief market analyst at Cantor Fitzgerald.

Earlier in the year, large multinational stocks were pushed higher on the understanding that their presence overseas would shield earnings in the event of a US slowdown. Turmoil in Asia, matched with renewed strength in the US, have now convinced many shareholders that such shares are expensive.

At 1 pm, the Dow was off 122.64 at 7,596.64, a loss of 1.6 per cent. The Standard & Poor's 500 lost 14.90 at 904.13 and the Nasdaq composite index 17.44 or 1.1 per cent at 1,621.81. The Russell 2000 index came off 3.13 to 433.77. Nearly all Dow stocks traded lower. General Electric fell 2 1/4% at \$63 1/2 while Walt Disney lost nearly 4 per cent or \$3 1/2 at \$74. IBM, which fell steeply earlier in the week on rumours of disappointing third-quarter earnings, traded only slightly lower, off 1/4% at \$97. Computer-related shares suffered from the sell-off. "It's a pure shift out of the

technology stocks," said Arthur Hogan, senior equity trader at Morgan Stanley. Networking computer stocks lost ground as industry leader Cisco Systems fell 1 1/4% at \$71. Ascend Communications, which plunged after reports that Salomon Brothers had lowered its rating on the stock to "hold", fell 3/4% or more than 6 per cent to \$37 1/2.

Shares in Corning plunged 5/8% or more than 11 per cent to \$41 1/2 following a profits warning. In contrast, BET Holdings, the television group, surged \$9 1/2 or nearly 24 per cent to \$50 1/2 on the announcement of a takeover bid.

TORONTO came under pressure from Wall Street at the opening bell and by the close of morning trading had run up heavy losses.

Both banks and golds ran into clear profit-taking. At the noon calculation, the 300 composite index was off 45.55 at 6,729.30.

Index heavyweights Royal Bank of Canada and Toronto-Dominion Bank were both steeply off. The former shed 85 cents to C\$63.90 and Dominion lost 45 cents to C\$43.55. Bank of Montreal softened 10 cents to C\$52.90. Resource stocks had an equally dull start. Barrick Gold gave up 65 cents to C\$29.80 and Placer Dome 5 cents to C\$22.00. Solid State Geophysical shed 10 cents to C\$1.50 after forecasting a net loss for the year.

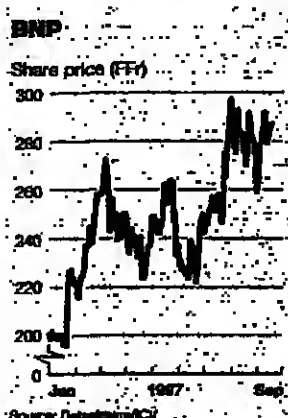
Among telecom stocks, BCE lost 15 cents to C\$40.00 while Northern Telecom gained C\$1.00 to C\$134. Newbridge Networks fell C\$2.25 to C\$74.70. Alcan Aluminium dipped 40 cents to C\$48.30.

EUROPE

The weak dollar and losses on Wall Street kept the pressure firmly on leading European markets. FRANKFURT was the hardest hit of the major markets with a 3.4 per cent tumble in late electronic trade. A 137.76 fall took the Dax index to 3,290.24, its lowest level since August 29.

J.P. Morgan, the investment bank, added to the malaise by reducing its recommendation on German stocks to neutral from overweight, citing the number of planned capital increases in Germany. Too often in the past, companies appeared to raise capital as if saving for a rainy day, it said. If that type of mentality became apparent again, then investors could understandably take the view that it might be time to take profits.

On the corporate front, the



path was cleared for Germany's largest banking merger after Bayerische Vereinsbank, down DM4.80 at DM95, said that a share swap essential for its merger with Bayerische Hypothek- und Wechsel-Bank had been successful. Hypo eased 40 pf to DM68.90.

Allianz dropped DM6 to DM407 on news that it would own a 15 to 17 per cent stake in the new bank. Commerzbank, which on Wednesday became the latest German company to announce plans for a capital increase, fell DM2.78 to DM58.82 in heavy lds trade.

Goldman Sachs and Credit Suisse First Boston both downgraded their recommendation on the stock.

Elsewhere, chemical companies were hit by the weaker dollar. Hoechst tumbled DM4.05 to DM73.50. PARIS ended comfortably above its lows for the day thanks to a batch of strong earnings statements from the banking sector. The CAC-40 index closed down

FTSE Advances Share Index

September 11	Index	Day's %	Change points	Yield %	at bid	Total net (\$m)
FTSE 100	6718.85	-1.82	-124.16	2.43	0.00	622.12
FTSE 100	2142.71	-1.58	-34.33	-	-	-
FTSE 100 Regional						
300 UK	618.18	-1.43	-12.32	3.41	0.00	223.91
300 EU-UK	921.55	-1.43	-13.25	1.27	0.00	321.80
300 Eurozone	618.18	-2.21	-20.78	2.07	0.00	618.03
300 Euronext	921.55	-1.55	-14.47	2.85	0.00	925.11
FTSE 100 Economic Groups						
Automotive	960.00	-1.77	-17.15	2.78	0.00	922.43
Chemicals	947.50	-1.98	-19.09	2.07	0.00	948.01
Consumer Goods	877.57	-2.07	-18.54	3.07	0.00	878.42
Services	917.07	-1.32	-12.54	2.37	0.00	918.94
Utilities	921.45	-1.43	-13.37	3.17	0.00	925.72
Financials	618.18	-1.82	-18.01	2.48	0.00	623.57

Base rates 100% based on information on September 11, 1997. FTSE and Financials are subject to change without notice. FTSE is a registered trademark of the Financial Times Group. FTSE is a registered trademark of the Financial Times Group. FTSE is a registered trademark of the Financial Times Group.

30.97 at 2,843.60, against a session low of 2,829.46.

Banks swam successfully against the tide. Paribas disappointed, but yesterday's raft of results from the sector mostly came in well above expectations. Société Générale jumped FF23.00 to FF78.09, BNP advanced FF9.20 to FF728.33 and CCF added FF75.00 to FF780.

There was widespread talk of earnings upgrades at BNP and SocGen following strong interim figures and both sets of shares were actively traded. Paribas patiently failed to please, sliding by FF22.10 or 5 per cent to FF721.5.

Textiles group Chateaufort rose FF23.00 or 6.3 per cent to FF730 on upbeat interim and an improved profits forecast for the year as a whole. Dull spots among smaller caps included media groups Publicis and Pathé, both of which tumbled more than 1 per cent.

Publicis fell FF6.00 to FF530 on news of a UK advertising agency acquisition. Pathé came off FF12.00 to FF11.70 after announcing provisions to cover potential film risks, notably those associated with the yet to be released *Lotha*.

AMSTERDAM continued to move lower, extending its losses this week to more than 60 points as the AEX index closed off 21.54 at 855.02. Financials stayed at the bottom of the performance, but Heineken staged a modest rally.

ABN Amro was again actively dealt, sliding FI.70 or 4.3 per cent to FI37.80 in 8.4m shares traded. Retailer Ahold shed FI2.20 to FI48.30 and chemicals leader DSM came off FI10.10 or 5.3 per cent to FI179.30.

Brighter spots took in KLM, up 60 cents to FI72.70, and a clear bounce for Heineken which rose FI4.00 to FI317 after sliding more than 11 per cent since late August. The interim

results statement is today.

Builder Amstelland turned in better than expected interim results but dipped 40 cents to FI56.00. Baan moved ahead strongly at the opening bell following news of a licence contract from Komatsu of Japan. However, the shares ended off 50 cents at FI128.80.

ZURICH came in for further derivatives-linked selling which sent the market down for a fourth straight session. The SMI index fell 75.9 to 5,280.8, extending its loss since the start of the week to 4.8 per cent.

Traders said that derivatives pressure centered largely on the index heavy-weight stocks. Nestlé dipped SF26 to SF11.789, Roche cer-

SOUTH AFRICA

Diamond giant De Beers fell to a seven-month low as Johannesburg's all-share index came off 139.3 to 7,172 in heavy volume to extend its decline this week to 87 points.

Dealers said sentiment continued to shrivel on Wall Street's weakness, and renewed futures selling. De Beers fell R5.25 to R139.25. The industrial index shed 165.7 to 8,747 and golds gave up 19 to \$56.6.

Sao Paulo depressed

Latin American centres moved steeply lower in the wake of the early shakeout on Wall Street, notably Sao Paulo which ran up losses of more than 4 per cent after an active morning.

SAO PAULO was the heaviest casualty of the opening session, weighed down by concerns about rising US bond yields. The tangle that plans for a Telebras share issue appear to have got into also hit sentiment.

Telebras came off 4.68 per cent to R\$132.50. At mid-session, the Bovespa index was down 493 at 10,568.

MEXICO CITY was off 92.85 or 1.9 per cent at 4,728.26 on the IPC at mid-session. TelMex shed 28 centavos to 17.64 pesos and financial leader Bancomer lost 14 centavos to 4.86 pesos. Steel group Tamsa stood out against the broad downturn, gaining 80 centavos to 154.30 pesos.

Exporters take Tokyo lower

ASIA PACIFIC

Japanese stocks tumbled sharply yesterday, led by exporting companies affected by the yen's appreciation and Wall Street's fall on Wednesday, writes Paul Abrahams. Corporate cross-shareholders also booked profits before the end of the first half of the financial year.

The Nikkei 225 average fell 422.54 points or 2.26 per cent to close at 18,282, after moving between 18,188 and 18,625. Volume was heavier than earlier this week, reaching an estimated 380m shares. Of the 1,323 shares listed on the first section of the exchange 953 fell, 189 advanced and 115 were unchanged.

The Topix index of all first-section issues lost 25.35 points or 1.8 per cent to close at 1,415. The capital-weighted Nikkei 300 index dropped 5.09 points or 1.8 per cent, ending at 275.29.

Technology stocks suffered. Adventest dropped Y200 to Y12,000, Sony Y300 to Y11,000, TDK Y150 to Y9,710 and Kyocera Y210 to Y8,110. Automotive groups also lost ground, with Nis-

san down Y17 to Y703, Toyota Y70 to Y3,290, Mazda Y12 to Y435 and Honda Y70 to Y3,770.

The bank of Tokyo-Mitsubishi's announcement of massive write-offs to cover bad and poorly performing loans came after the market had closed. The stock had previously fallen Y30 to close at Y2,130. Sumitomo Bank dropped Y20 to Y1,700, and Dai-ichi Kangyo Bank Y40 to Y1,360.

In Osaka, the OSE average dropped 236 points to 19,278, on heavy volume of 170m shares. In London, the ISE/Nikkei 50 index eased 4.76 at 1,566.13.

HONG KONG suffered a 3.4 per cent fall as foreign investors reduced their holdings and local investors, who had been supporting the market, stayed away. The Hang Seng index lost 497.14 at 14,308.30 in turnover that eased to HK\$21.1bn. Among China related stocks, the H-share index slumped 1.8 per cent while red chips gave up 1.4 per cent.

Today's introduction of futures contracts on the Hang Seng China-Affiliated Corporations index contributed to the nervous tone, as

did the start of China's 15th communist party congress.

Against the trend, Hopewell Holdings surged 32.5 cents or 7.4 per cent to HK\$4.725, supported by market talk that the company was close to reaching a solution on its troubled Bangkok mass transit project and rumours that a Chinese company was interested in taking a stake in the company.

HSBC Holdings led the blue-chip decline with a fall of HK\$7 or 3 per cent to HK\$228, contributing 94.37 points to the Hang Seng index's decline.

KUALA LUMPUR was pulled back by a mixture of local and foreign factors after its recent sharp rebound. The composite index lost 28.91 or 3.4 per cent to 834.17, up from a low of 821.02.

Analysts said sentiment was weakened by a speech by the deputy prime minister, Anwar Ibrahim, in which he said only the delay of several infrastructure projects, including the \$6.2bn hydro-electric dam in the jungles of Borneo, would help reduce the current account gap.

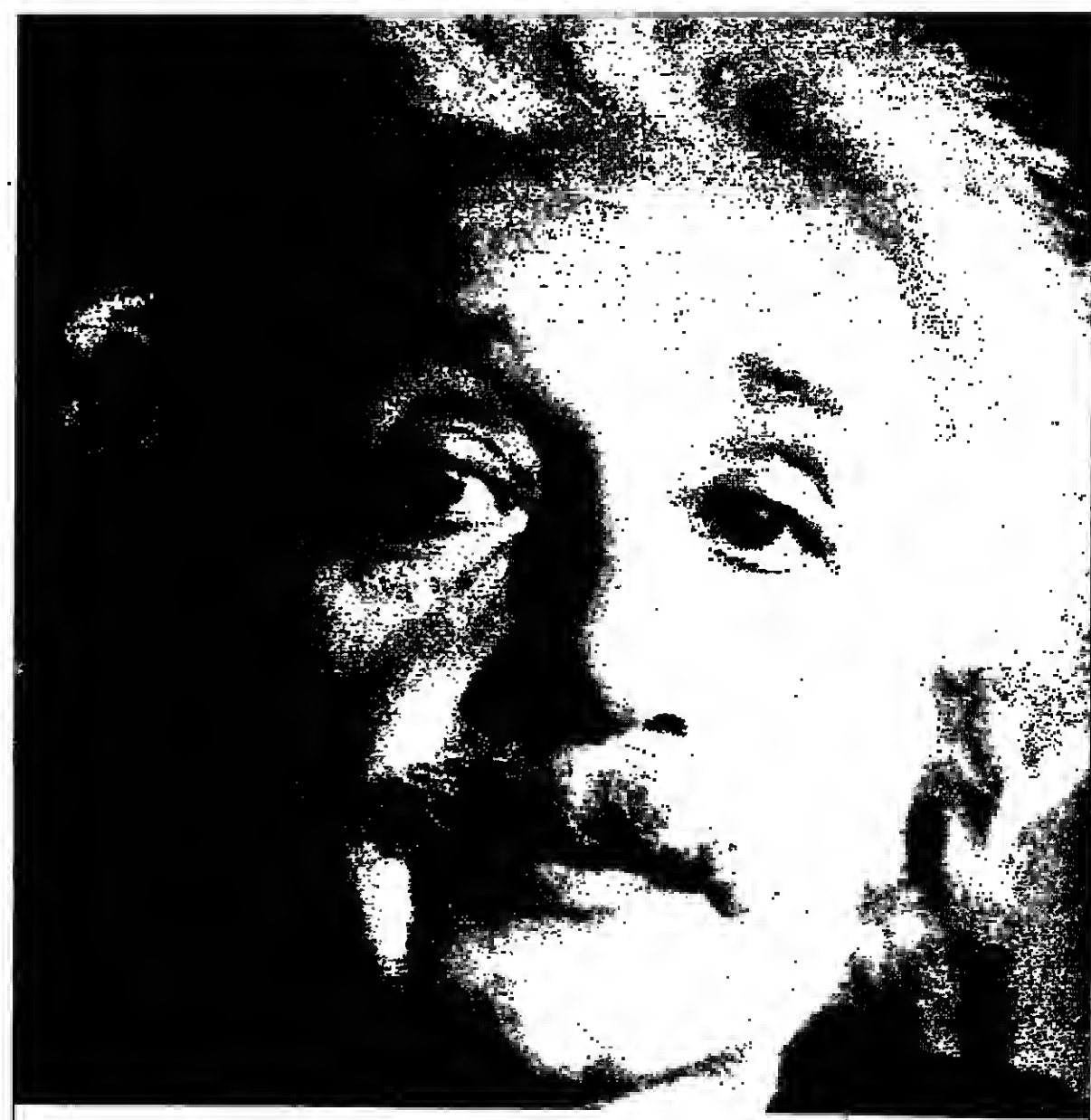
MANILA was hit by political concerns and rumours of

banking problems. Combined with the overnight shakeout on Wall Street this sent the composite index down 67.45 or 3.1 per cent to 2,145.29. Turnover was light at 2.2bn pesos but shares moved lower across the board. Banks and property led the way down. The property index fell 4.5 per cent to 1,145.29.

Philippine Long Distance Telephone improved 5 pesos to 885 pesos.

JAKARTA fell 18.88 or 3.3 per cent to 556.14 on the composite index for a two-day decline of more than 7 per cent. Banks and financials were among the hardest hit. Bank BII was the most actively traded stock, sliding Rp125 to Rp925 in 48m shares traded.

SINGAPORE felt the shakeout in the region and the Straits Times Industrial Index finished off the day's lows at 1,277.88, down 15.55. Worries about the outlook for the Kia Group dragged SEOUL lower and the composite index was off 3.75 at 695.87. Speculation that local interest rates could be cut pulled SYDNEY up from the day's lows and the All Ordinaries index finished 0.7 weaker at 2,665.8.



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RECRUITMENT

Charles Handy's new book offers managers some moral guidance, says Richard Donkin

Search for a social conscience

A week or two before its publication, Charles Handy, the management writer, was worrying about how his latest book would be received. He feared managers would dismiss the book's message that companies must take on a broader social responsibility.

Milton Friedman, the economist, maintains that the only social responsibility of business is to increase profits so long as companies are engaged in open competition within the law. This is in line with Adam Smith's dictum that the pursuit of self-interest benefits others through what he referred to as the "invisible hand".

Mr Handy's concern about a lack of boardroom interest was one reason why he predicted the book at a wider audience. His assumption seemed reasonable given the tendency for directors to reward themselves for savings achieved through downsizing with big pay rises and share bonuses.

In the event the book appeared in a week like no other - when people's attention was wrenched away from their personal concerns. The "me" society of

the 1980s had been subsumed, for a short while at least, in an outpouring of grief at the death of Diana, Princess of Wales.

Many companies which, according to Mr Friedman, had no other business than making profits, closed their doors on the day of her funeral as a mark of respect. If anyone were in any doubt that businesses are the people that work in them, here was proof that some events transcend shareholder interest.

So it seems fitting, as society tries to understand the meaning of recent events, that Mr Handy's book should be offering business some moral guidance. It is an area which is attracting other management writers. Watts Wacker, the US business consultant, has said that in the long term a company's beliefs are more relevant than its products.

Others have tried to make greater sense of business

beyond that of creating wealth. It was Sir Montague Burton, the tailor, who said that a business must have a conscience as well as a counting house.

But there has been little evidence of this conscience in recent years. To some extent those businesses which have engaged outplacement services to deal with their redundant employees have been salving their consciences.

But Mr Handy says that the persistence with downsizing beyond the needs of re-engineering suggests that some companies have become too focused on the mechanism of capitalism at the expense of any wider consideration for the welfare of their employees.

There is a business case for social responsibility within companies. Anita Roddick, the managing director of Body Shop, is fond of stressing the business benefits. "Being good is

good business," she says. But Mr Handy recognises that in a democratic society people are capable of demanding changes.

This was evident in the government's gun controls in response to public outrage at the killings of 16 small children and their teacher in Dunblane. It was also evident last week in the way the prime minister and the royal family were forced to respond to public feeling over funeral preparations for the princess.

What might be described as people power is also felt by companies as consumer power, investor power and, to a lesser extent, employee power. It might be useful to quantify the whole as "stakeholder" power. The influence of stakeholders has been developed to sophisticated levels in the US. Looking at ethical investment web sites on the Internet last week, I found an item on Bell Canada, the

telephone company. In July, it said, the company announced that it was laying off 2,200 employees in response to a loss of market share.

This came on top of a downsizing programme aimed at reducing its workforce by a fifth - 10,000 employees. The job cuts are occurring at a time of rising profits. A small investor who held shares in the parent, BCE, wrote in the Toronto-based Globe and Mail last month: "I am offended and incensed that CEO Lynton [Red] Wilson does not believe a 10.2 per cent rate of return is adequate, so 2,200 jobs will be cut in the next three months. This is bottom line gone mad."

"Certainly a company needs to be profitable, but does Mr Wilson have any idea of the personal and family devastation that occurs with such job losses? To cut jobs when a company is losing money is one thing. To

cut jobs when a company is profitable is a peculiar form of ethical behaviour."

This was one letter by one investor about one company but it illustrates the feelings of many people about the way companies have pursued efficiencies.

Such comments reflect frustration with the executive, be it of a company or, indeed, a country. The call this week by the UK's Trades Union Congress at its annual conference in Brighton for a legal right for employees to have a trade union recognised by their company to negotiate their pay and conditions is a symptom of the way so many employees feel powerless in their relationship with their employer.

This need not be the case. The TUC points out that only three of the UK's 45 largest companies do not have trade union recognition

agreements. It is perhaps significant that two of those - Marks and Spencer and John Lewis - have long traditions of providing impressive employee benefits in addition to wages that are higher than their sector average. The others have learned to live with the unions.

Mr Handy outlines several examples where companies and their employees are at ease with each other, such as employee share ownership and high levels of mutual trust and business understanding.

Bertelsmann, the German media conglomerate, is a case in point. The majority of its equity has been passed over by the Bertelsmann and Mohn families to the Bertelsmann foundation which has a written constitution and by-laws. The company has a profit-sharing scheme for employees. The stated objectives of the company include one which says it should be making "the maximum con-

tribution possible to society". Another says: "self-fulfilment of all persons working in the company must be made possible on the job". This is what Mr Handy calls "corporate citizenship made real".

If Bertelsmann can concentrate on the moral imperative, other companies can do so also. At a time that the UK, as a nation, is examining its collective values it would seem opportune for top management to consider values other than those of the shareholder.

This is not to deride the goal of profit. As Sir Arthur Bryant, the historian, once wrote when berating companies for having no conscience: "It is not the profit motive which is to blame. Free men have at all times sought profit from their labour. It is its enthronement to the exclusion of other motives far more important."

"The Hungry Spirit: Beyond Capitalism - A Quest for Purpose in the Modern World, by Charles Handy, Hutchinson, £14.99

E-mail: richard.donkin@ft.com

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Ref: 90380/D

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Ref: 90380/E

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The Position

- Report to Head of Corporate Finance.
- Responsible for development, marketing and execution of fee based advisory services.
- Products to include M&A, valuations and restructuring, joint venture formation and other financial engineering.
- Establish and direct an effective team.

SENIOR CORPORATE OIL & PETROCHEMICAL SPECIALIST

The Position

- Report to Head of Corporate Finance.
- Provide a detailed knowledge of the industry, its standards and international business environment.
- Manage relationships with major industry participants.
- Expand existing relationships and identify new business relationships.
- Work closely with Regional Marketing Managers and other Product Specialists.

Based in SAUDI ARABIA

The Requirements

- At least 10 years' experience in banking or in Oil and Gas, Power, Transportation or other infrastructure industry.
- University graduate, fluent in English, with strong analytical and communication skills.
- Proven business development skills and thorough knowledge of credit.
- Ability to lead and motivate is essential.

Ref: 90380/H

Please send your CV with current salary details to: K/F Selection, 252 Regent Street, London W1R 6HL, quoting the appropriate reference, to arrive no later than 26 September 1997.



Alternatively send by fax on 0171-312 3380 or e-mail to kfs-london@kornferry.com
Internet Home Page: <http://www.kfselection.com>

K/F SELECTION

A DIVISION OF KORN/FERRY INTERNATIONAL



When it comes to servicing
your global investments,
we move across borders,
through markets, over continents,
past time zones
and down under.

All in a day's work.

RELATIONSHIP MANAGERS GLOBAL INVESTOR SERVICES

London based opportunities with the leading custody provider

Chase is the world's largest global custodian with US \$4 trillion of assets under custody worldwide and has been at the forefront of the industry since its inception. As a result of the continuing growth and increasing complexity of the business, we are now seeking a number of additional Relationship Managers at various levels, to service clients across Europe within the fund management, pension and banking sectors.

The successful candidates will have several years' relevant operational, administrative or client management experience gained in the securities industry, ideally within one of the aforementioned sectors. As well as excellent interpersonal, communication – both verbal and written – and problem solving skills, we would expect you to demonstrate a keen interest in the financial markets generally as well as your chosen client industry.

These demanding and high profile roles offer scope for career development throughout the bank globally.
A highly competitive remuneration package is offered along with an attractive range of benefits.

GLOBAL INVESTOR SERVICES

Please send your CV to or contact our Managing Consultant Ian Dodd, Executive Director
The Devonshire Group Plc, 7 Birch Lane, London EC3V 9BY.
Tel: +44(0)171 626 2150. Fax: +44(0)171 626 2092. e-mail: exec@devonshire.co.uk

All CVs sent direct to Chase will be forwarded to The Devonshire Group.

CHASE. The right relationship is everything.™

International Venture Capital

London

Our client established almost 50 years ago, is a leading global investment manager. Supported by years of experience and in excess of £1.5bn invested in over 50 countries, the group is ideally placed to continue its highly effective investment strategy.

The development and growth of the business has generated the need to recruit several exceptional individuals to join a highly focused and experienced team of investment professionals.

Successful individuals will be expected to energetically participate in identifying potential investments in specific geographic areas and market sectors. Once identified the emphasis will be on deal structuring, evaluation and due diligence. A key aspect will be the ability to take deals from conception to completion.

Candidates will be highly motivated ACA's/MBA's.

Applicants should write, in the strictest confidence, to Robert Walker or Brian Hamill at Walker Hamill Executive Selection, forwarding a brief résumé quoting reference RW 3462.

Competitive Remuneration

corporate financiers, venture capitalists or strategy consultants. Transaction experience will have been gained with a leading firm in its respective field. The group presents the opportunity to apply your financial, strategic, commercial and entrepreneurial skills within a self-starting, highly successful international environment.

All applicants must possess strong academic credentials, excellent interpersonal skills and the confidence to represent the group world-wide. Candidates must also exhibit exceptional potential and a willingness to travel up to 30% of the time sometimes at short notice. Individuals with an international background would be of particular interest.

The package will be competitive as will be the opportunity to develop a career in a stimulating international environment.

EMERGING MARKETS



SEARCH & SELECTION

Structured Finance Professionals

London

Our client is the London based Capital Markets subsidiary of one of the world's largest banks, with principal offices in London, Tokyo, Hong Kong and New York. They have recently created a dedicated team to centralise the Global Structured Finance activities of the bank from London. Working in close co-operation with the bank, the new Structured Finance Group will be responsible for the origination, structuring and execution of transactions on a global basis, to include the markets of Europe, Latin America and Asia. The aim of the group is to provide tailored solutions to clients' financing needs in all areas of Structured Finance.

The Group, under the leadership of highly experienced market professionals, currently has a need for a number of individuals at intermediate and senior levels with experience in one or more of the following areas:

- Asset Securitisation
- Project Finance
- Lending
- Derivative Repackaging
- Structured Trade Finance

The positions offer great flexibility with regard to previous areas of geographic and product focus. Of more importance are the following qualities:

- Strong commercial sense
- Fair for deal creation
- Proven track record of profitable deals
- Motivation and determination to see a deal through to completion
- Strong interpersonal skills
- Proven marketing and presentation expertise
- Team spirit

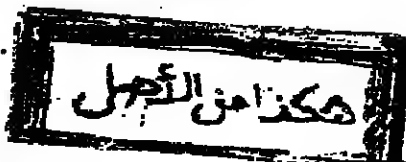
This is a tremendous opportunity for highly motivated individuals to join a newly focused team of experts, bringing their individual experience to the team, and to help grow a successful and profitable structured finance business.

Please send your CV's in strictest confidence to: Gwen Blackett at
Emerging Markets Search & Selection, 12-14 Masons' Avenue, London EC2V 5BT.
Tel: 0171 600 4744 Fax: 0171 600 4717 e-mail: gwen@ems.co.uk

**WALKER
HAMILL**

103-105 Jermyn Street
St James's
London SW1Y 6EE

Tel: 0171 839 4444
Fax: 0171 839 5857



Commerzbank AG, a leading international German bank, is an active participant in global financial markets. Our banking business is growing rapidly, notably in syndications, international structured, project finance and export finance. These are unusual opportunities to join our London operations.

SENIOR CORPORATE BANKER

This vacancy is for the Leader of one of four UK Corporate Banking teams. The successful applicant will report to the General Managers/Head of Corporate Banking and will have considerable autonomy, with responsibility for the entire relationship with a section of UK and international customers. Applicants (aged 35-45) must be accomplished credit officers with broadly based banking experience across a range of products and industry sectors and must have the ability to deal creatively with increasingly sophisticated corporate requirements. Experience in structured finance will be viewed positively and a knowledge of the transportation, oil and gas, retail or insurance sectors will be an advantage. This position demands not only the maturity to maintain a consistently high level of customer contact, but also a banker with the spirit to develop new customers and to manage an existing portfolio of customers handled by a small team. Ref: 6544/FT

CORPORATE BANKER

A vacancy also exists for an experienced Corporate Banker (30-40) to join one of the UK teams. As for the Senior Corporate Banker, a strong credit training and good breadth of experience as a relationship manager to leading UK corporates is essential and we seek ambitious individuals with the ability to develop business with a portfolio of sophisticated customers with complex requirements. Experience in the telecoms/cable, property or hotel/leisure sectors will be an advantage. Ref: 6545/FT

For the right candidates for these positions an attractive remuneration package will be negotiable. Please quote the reference and send, in strict confidence, full career and salary details to our consultants: CJA, 2 London Wall Buildings, London Wall, London EC2M 5PP, fax 0171 256 8501 or telephone 0171 638 0680 for an initial discussion. Applications sent to Commerzbank will be forwarded to CJA.

SENIOR CREDIT ANALYST

with structured/project finance experience

We have an established Risk Management team which is independent of the product groups and is responsible for company and transaction analysis within specific sectors for major British and international corporates. This vacancy is the result of a promotion and offers a significant role for a senior analyst with extensive experience of analysing and adding value particularly to complex international structured and project finance transactions. We invite applications from candidates with credit training from a leading bank, at least 5-6 years' well-rounded high quality credit analysis experience and the personality to contribute substantially at a senior level to the team. Ref: 6546/FT

RISK ANALYST - Financial Institutions

Our Financial Institutions Risk Management team supports Corporate Banking and Treasury. The Risk Analyst will be responsible for the financial analysis, rating, evaluation of management, legal and market risk for UK and Irish banks, foreign bank branches and subsidiaries, investment and securities houses, brokers and fund managers, the preparation of the credit applications and the monitoring of the loan portfolio and other facilities. The brief includes the credit approval for investments for the branch's own portfolio and applications for MM and derivatives facilities. We invite applications from candidates with credit training from a leading bank, broad-ranging credit experience and a minimum of 2 years' assessing financial institutions' risk. This is a key position in a small team with senior level contact and close liaison with Head Office. Ref: 6557/FT

COMMERZBANK
German knowhow in global finance



SENIOR CREDIT INSURANCE UNDERWRITER

Attractive remuneration package LONDON, UK / NAMUR, BELGIUM

The Gerling-Namur Group is the world's third largest Credit insurer and is currently the only Credit insurer to have a network of more than 50 regional offices in 14 European countries. The Gerling-Namur Group has a turnover in excess of £300 million. As a result of sustained growth, an exciting new position has been created for a Senior Credit Insurance Underwriter to join the UK operation, with an initial 12 month international training program, at the company's headquarters in Namur, Belgium.

The Position

- Senior position, with management and signatory responsibilities within the UK underwriting team.
- Assess in the definition and implementation of the UK risks policy including analysis and underwriting of UK/UK risks for the entire Gerling-Namur Group.
- Maintain strong relationships with major brokers and other intermediaries and develop national and international business.
- Work closely with the Sales Department to provide a high quality service to the insureds/brokers.

The Requirements

- At least 3-5 years' experience of credit underwriting.
- Excellent interpersonal and relationship management skills, with the ability to travel.
- Extremely technical with a strong attention to detail and the ability to prioritise effectively.
- Team player, capable of working with high energy levels, as part of a small, high-profile team.
- Ideally late 20's to early 30's in age, and of graduate calibre. Fluency in another European language would be advantageous.
- International mindset, with a flexible approach to business solutions.

Please send your CV with current salary details to: Sara Kendal-Hair, K/F Selection, 252 Regent Street, London W1R 6HL, quoting ref: 90387A/04.

Alternatively send by fax on 0171-312 3380, or by e-mail to kfs-london@kornferry.com. Internet Home Page: <http://www.kfsselection.com>

K/F SELECTION

A DIVISION OF KORN/FERRY INTERNATIONAL

LEADING US BROKERAGE FIRM

MARKETING & TRAINING MANAGERS

Excellent remuneration package

LONDON

Our client is a leading US brokerage firm, with over 3,400 offices in the US and Canada, who provides financial services to over 2 million individual investors. Founded in 1871, it is the largest brokerage firm in the US to serve individual investors exclusively.

Owing to the strategic growth of the business, two exciting new positions have been created for a high-calibre and dynamic Marketing Manager and Training Manager to join the newly established UK Headquarters in London.

Marketing Manager

- Promote and develop the brand through marketing, advertising and PR strategies.
- Develop marketing plans for promotions and liaise with the US Head Office for larger campaigns and strategies.
- Select, oversee and evaluate the activities of external suppliers.
- Excellent organisational and interpersonal skills, expertise in project planning and a high level of written skills including copywriting and editing.
- Of graduate calibre, with at least 3-5 years' marketing experience ideally gained with an agency or within financial services.

Training Manager

- Develop the skills, knowledge and attitudes of each new broker.
- Provide technical support to trainees in order to complete required exams and deliver the in-house training curriculum for all brokers.
- Must have extensive training experience gained from within a financial services, management consultancy, chartered accountancy or training organisation.
- Dynamic manager of graduate calibre, with outstanding interpersonal and presentation skills and the ability to work closely with a sales force.

Ref: 90352B/04

Ref: 90352C/04

Please send your CV with current salary details to: Sara Kendal-Hair, K/F Selection, 252 Regent Street, London W1R 6HL, quoting the appropriate reference.

Alternatively send by fax on 0171-312 3380 or by e-mail to kfs-london@kornferry.com. Internet Home Page: <http://www.kfsselection.com>

K/F SELECTION

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CREDIT SUISSE FIRST BOSTON

Acquisition and Leveraged Finance Associates/Analysts

London.

Credit Suisse First Boston is a leading global corporate and investment banking firm, providing comprehensive financial advisory, capital raising, sales and trading, and financial products for users and suppliers of capital around the world. As of January 1, 1997, it operates in over 60 offices across more than 30 countries and six continents and has over 10,000 employees.

Their investment banking professionals help clients raise debt and equity capital, and provide advice on mergers, acquisitions, divestitures, privatisations and other transactions. Their success is rooted in their approach of servicing every market throughout Europe, either with a local presence or through a dedicated team of bankers organised by country and centred in London.

There are currently opportunities within the Acquisition and Leveraged Finance team for top calibre individuals to focus on the origination and execution of highly structured deals. This could include acquisitions, re-capitalisations and buybacks involving debt ranging from investment

grade to high yield. Geographical coverage will be for the UK, Western and Eastern Europe.

Specifically, we are looking for analysts with 1-2 years' relevant experience, and associates with 3 years plus experience from major investment banks. You must have strong modelling skills and a track record of execution experience. Additional European languages would be beneficial, but not essential.

Ideally, candidates should have an excellent first degree (minimum 2:1), and possibly an MBA, ACA or similar professional qualification. Individuals without the relevant experience may be considered, if they can demonstrate the requisite analytical skills and exceptional potential. The individual's calibre and experience will mean that they will be able to contribute effectively at an early stage. First class presentation skills and the ability to succeed in an entrepreneurial environment are prerequisites.

Competitive Packages

This is an outstanding opportunity to join a leading global investment bank renowned for its M & A and corporate finance advisory capabilities. Individuals looking for a career enhancement and with the will to succeed can expect excellent career development prospects. The remuneration package will include a competitive base salary dependent on experience and a performance related bonus and a full range of banking benefits.

For further information in the strictest confidence, please contact Anthony Cook on 0171 240 1040. Alternatively, send or fax your résumé, quoting reference no. 2637/02 to Morgan & Banks PLC, Brettenham House, Lancaster Place, London WC2E 7EN. Fax no. 0171 240 1052.

All direct responses will be forwarded to Morgan & Banks PLC.

e-mail: info@morganbanks.co.uk

<http://www.morganbanks.com.au>

Morgan & Banks
INTERNATIONAL

Progressive role in active equity management

Quantitative Analysts

Our client is a leading international investment bank and its asset management arm has a global reputation managing funds in excess of £60 billion. They have developed a strong quantitative overlay measuring risk and return in order to complement their qualitative and fundamental investment style. Committed to developing this process they now seek to recruit three talented quantitative analysts to join either the UK, European or Global equity teams. These analysts will be responsible for progressing this new venture and have an opportunity to play a leading role in enhancing investment philosophy. The successful candidates will assume the following key responsibilities:

- Design and implementation of appropriate risk monitoring systems for equity portfolios.
- Optimisation and monitoring of asset allocation, currency position and stock selection.
- Scrutinise tracking errors and commonality between funds.
- Undertake specific projects and theoretical work on benchmark optimisation.
- Design and implementation of performance assessment and IT systems to assist fund managers.

Candidates will be highly numerate graduates with a minimum of two years' experience of working within an investment related or actuarial environment. An ability to work on a practical and theoretical level is essential, as is the ability to communicate and liaise effectively with fund managers. A familiarity with BARRA, Datastream and HOLT is preferred.

This is an outstanding opportunity for a young dynamic professional who wishes to apply and develop quantitative techniques to actively managed equity portfolios. A knowledge of investments, sound commercial judgement and high energy are also important.

Interested candidates should either telephone Elizabeth Arthur or Susan Langdon on 0171 491 4630 for a confidential telephone discussion, or alternatively, write to them at Stephenson Cobbold, 21 Arlington Street, London SW1A 1RN enclosing a full curriculum vitae and salary details. Fax: 0171 491 4630. Email: elizabetha@stepcob.com



STEPHENSON COBBOLD
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Megbízunk, a világ és Magyarország egyik legkeresettebb bankja, amely dinamikus fejlődő szervezetéhez nemzetközi múlttal rendelkező, bankszakmában tapasztalt munkatársakat keres.

Magyarul Beszélő Bankárok Budapest

Senior Relationship Managers (Corporate Banking)

Az ideális jelöltnek 5-10+ éves tapasztalattal rendelkeznie a legfontosabb kereskedelmi- és befektetési banki termékek értékesítésében nagyvállalati ügyfelek számára. (Ref.: SRM/654)

Structured Finance Transactors

Az ideális jelöltnek 5-10+ éves gyakorlattal rendelkeznie a projekt finanszírozás területén munkatársi vagy már vezetői szinten (Ref.: SF/653). Jelentős tapasztalattal bírnak a vállalati ügyfelek számára nyújtott termékek fejlesztésében és ezzel kapcsolatos marketing és értékesítési munkában.

Kiemelkedő szakmai múlttal, OECD ismeretekkel, csapatszellemmel bíró, energikus, ambíciós pályázók jelentkezésére számítunk.

HUF 6,000,000 - 10,000,000 + bonus, juttatások, vállalati autó teljes költségvetéssel

Price Waterhouse



Amennyiben érdekli a fenti pozíciók egyike, kérjük, küldje el angol és magyar nyelvű önéletrajzi fényképpel az alábbi címre: Price Waterhouse Budapest Kft., Bék Bala László, Vezetőirányítási és Személyzeti Szaktanácsadás, 1075 Budapest, Rumbach S. u. 19-21. Tel.: (36 1) 269-6910, fax: (36 1) 269-6936.

EQUITY RESEARCH

LONDON

RECENTLY QUALIFIED ACCOUNTANTS WITH DRIVE AND AMBITION

EXCELLENT

As a result of an internal promotion an opportunity has arisen within the Equities Division of a leading UK based global investment bank for a research accountant. The division produces comprehensive UK and European industry sector and strategic research, enjoying lead ranking across a range of sectors.

This key individual will make a significant contribution to the design, development and implementation of the European research database. This will involve extensive liaison between the research department and the IT team. Excellent interpersonal skills and the ability to explain accounting issues are necessary.

The candidate must be prepared to acquire or have knowledge of European accounting practices.

The individual will also assist in:

- the provision of advice on accounting/valuation issues
- the writing of accounting/valuation research
- special projects with an accounting requirement
- the development of accounting training programmes

The successful candidate is likely to be a newly/recently qualified accountant from the "Big Six" with an excellent academic record, or an accountant already

involved in equity research. Candidates will be IT conversant and have an interest in, and understanding of, historic and current accounting issues. Keeping abreast of accounting issues will be a prerequisite.

For the successful candidate there will be exceptional opportunities to enter various areas within investment banking.

Interested candidates should contact Jason Garner at Robert Walters Associates by sending a detailed CV stating current remuneration to 10 Bedford Street, London WC2E 9HE. Telephone 0171 379 3333 or fax details on 0171 915 8714. Email: jason.garner@robertwalters.com

ROBERT WALTERS ASSOCIATES

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LONDON WINDSOR AMSTERDAM BRUSSELS NEW YORK HONG KONG SYDNEY WELLINGTON AUCKLAND

THE LONDON CLEARING HOUSE

SWAPS CLEARING -
KEY ROLES IN GROUND-BREAKING DEVELOPMENT

LONDON

ATTRACTIVE PACKAGES

LCH acts as the central counterparty for trades executed on LIFFE, the LME, the IFE and Tradepoint. It is now planning to introduce a facility to clear interest-rate swaps and FRA's in major currencies on the global OTC interbank market. High-level teams are being assembled to confirm the detailed operational and contractual requirements covering Operations/IT, Risk and Legal. Implementation is scheduled for 1999.

HEAD OF SWAPS OPERATIONS

• A Head of Operations is now required to handle all operational aspects of Swaps Clearing. Specific tasks include determining trade receipt and netting methodology, establishing banking requirements, setting up interfaces with other LCH systems and establishing requirements, interfaces and timing for the banks that will use swaps clearing.

• Likely to be running a swaps operation in a leading firm or in a number two position for a major player, you must be a thoroughly experienced, hands-on operations professional, able to develop suitable policies and processes. Strong IT experience is essential.

• Should be driven by achievement, able to relate to the business, energetic and enthusiastic with refined team leadership and communication skills.

Ref: 1488

SWAPS RISK MANAGER

• A Risk Manager is also required to determine all risk-related aspects of Swaps Clearing. Specific tasks include determining the source of settlement prices, yield curve, valuation and margining methodology, and the supervision of portfolio analysis.

• Likely to be a graduate with a minimum of three to four years' of practical risk management experience in the swaps market, strong quantitative risk management skills and an understanding of financial measurement systems. A good first degree in maths or science is essential.

• With strong technical and analytical skills supported by excellent verbal and written communication, you should be able to think in complex, conceptual frameworks and supervise a small team. Self-starter, the role will test both your intellect and ability to deliver.

Ref: 1489

LONDON
CLEARING
HOUSE

Please apply in writing quoting relevant reference with full career and salary details to:
Fiona Malowski
Whitehead Selection
11 Hill Street, London W1X 8BB
Tel: 0171 290 2943
<http://www.whitehead.co.uk/whitehead>

Whitehead
SELECTION

A division of Whitehead Mann Ltd
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Barclays Global Investors Fund Management

Fixed Income

Excellent Banking Packages

City

Barclays Global Investors is one of the largest investment management groups in the world, with assets under management of £266 billion, offering both indexed and advanced active investment strategies. As a result of continued growth, they are seeking to appoint a number of high calibre individuals to the Fixed Income team.

Fund Manager

- THE POSITION** Ref FS70902
- Member of team responsible for handling specialist international bond portfolios.
 - Contribute to fund management process and product development.
 - Support client service and new business initiatives.

- QUALIFICATIONS**
- Graduate with probably up to four years' fixed income fund management experience within fund management firm or investment bank.
 - Thorough understanding of fixed income fund management processes.
 - Motivated, impressive and credible. Adept at client relationship management. Good level of computer literacy. Team player.

Please send full cv, stating salary and relevant reference, to NBS, 21-26 Garrick Hill, London EC4V 2AU
Fax 0171 489 0698 Tel 0171 379 1070

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NB Selection

NBS

Financial Services

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Regulatory Trainer

c.£50,000 + Benefits

City

Outstanding opportunity to contribute to effective regulation through the promotion and implementation of first-class in-house technical training.

THE POSITION

- Key member of highly regarded professional training team with strategic, user-orientated approach.
- Initiate, develop and deliver comprehensive and innovative regulatory training programme within framework of on-going regulatory change.
- Provide strong support to Training Manager and work closely with management development and other HR colleagues on specific joint initiatives.
- Evaluate course effectiveness and reassess content in line with regulatory change. Work in partnership with internal and external training providers on technical development initiatives.

- Liaise with line and senior management to identify and meet individual and corporate-wide training needs.

QUALIFICATIONS

- Graduate with at least five years' relevant experience within compliance, accounting or banking environment.
- Previous training experience and exposure to a regulatory environment advantageous, but not a prerequisite. Demonstrable interest in a career within training crucial.
- Numerate with strong communication and presentation skills.
- Highly credible professional. Accomplished communicator. Enthusiastic, energetic and imaginative approach. Team player.

Following the Government's decision to reform the existing framework for financial regulation, it is planned that the present financial regulators (including the SIB, the Bank of England's Prudential Supervision Division, BSA, FSA and SFA) will be combined, starting early in 1998, to form a Single, World Class Financial Regulator. The recruitment of high quality staff, and their further training and development, will be a top priority for the new regulator and it is envisaged that any staff recruited from now on will transfer sooner or later into the new organization.

Your response to this advertisement may be passed on to the other regulatory organisations mentioned above unless you otherwise request in a covering letter.

Please send full cv, stating salary, ref FS70901, to NBS, 21-26 Garrick Hill, London EC4V 2AU
Fax 0171 489 0698 Tel 0171 379 1070

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Outstanding people. Amazing careers.

Manager - Structured Finance

EDS has grown to become a world leader in the provision of professional and IT services. Through our partnership with customers and the talent and commitment of our employees across diverse industry sectors, EDS has more than doubled its UK workforce to over 10,000 in less than 3 years.

The International Treasury function, comprised of a small professional team based near Heathrow, is responsible for all of the company's Treasury operations outside of North America. You will support the financing of customer projects around the world and will perform the analysis of tax orientated investments and financing. This is a real opportunity to make a significant contribution to the effectiveness of our business.

Educated to degree level, you will have at least 2 years' commercial experience in either taxation, law or accounting. You will have extensive experience of using and developing spreadsheet based financial models and in negotiating and closing financial transactions.

Ideally you will have worked for an international financial institution or in a finance department of a large multi-national corporation. Fluency in a second European language would be an advantage. On a personal level you should possess strong interpersonal skills, creativity and be an excellent communicator, with the desire and drive to succeed and realise ambitions.

In return we offer an exciting career in structured finance at the heart of our business, exceptional career opportunities and a highly competitive remuneration package.

For an informal discussion please contact our advising consultant, Keith Snow, Sheffield-Haworth on 0171 236 2400.

Please write, explaining how you meet our needs, to Robert Bowler, EDS, 4 Roundwood Avenue, Stockley Park, Uxbridge, Middlesex UB11 1BQ. Fax 0181 754 4277. Please quote Ref: ADET3.

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EDS is an equal opportunity employer

NEWTON

Fixed Interest Fund Manager

With over £1 billion of assets under management and 20 years of positive growth, Newton is one of Europe's most successful investment houses. Renowned for its active and diversified investment style, the company manages institutional funds, pension funds, private investments and all assets.

If you are a highly motivated, successful manager of fixed interest portfolios and are ready to spread your wings with a rapidly growing company, we'd like to talk.

We're seeking a dynamic Fixed Interest Fund Manager to join a team currently managing over £1.1 billion worth of assets. Along with managing a portfolio, you will work closely with the Director of

Fixed Interest and advise on strategic Fund Managers on local and international exposure. You will also have the opportunity to generate and implement ideas and strategies across global debt markets. Graduate qualifications and good presentation skills are essential.

Package includes an excellent basic salary and bonus incentive scheme, along with excellent pension and medical benefits. This position will be based in our London office.

For a confidential discussion please contact Patrick Morrissey, Tel 0171 236 2400, Fax 0171 236 2401 or apply in writing to: Sheffield-Haworth, Limited, Finance Dept, House of Queens Street, London EC4V 1AB.



Helen Morrissey
"This is a key role in a dynamic international house."

Helen Morrissey, Director of Fixed Interest

"Newton has a single aim in life: to increase the real wealth of all of our clients."

Newton is an Equal Opportunity Employer. Newton is a company of Newton Newton.

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Consultants in Search and Selection

DLJ PHOENIX

Corporate Finance Associates

Highly Competitive Remuneration

City

Exceptional opportunities for outstanding professionals to join prestigious corporate finance team at time of sustained expansion.

THE COMPANY

- Specialist corporate finance and advisory business. Part of leading US investment bank.
- Provides focused high level corporate advisory services, including acquisitions, disposals, mergers, re-structurings and capital raisings.
- Sector focus: financial services, insurance, telecommunications/ media and general corporate.

THE POSITIONS

- Key members of rapidly growing highly professional team focusing on UK and Continental European markets.
- Work closely with Directors on every aspect of deal creation and execution. Focus on M&A.

- Build relationships with clients and colleagues. Be ready to take the initiative and accept early responsibility.

QUALIFICATIONS

- Bright graduates, professionally qualified (ACA/Solicitor/IBA) with or without corporate finance experience.
- Senior associates will have proven corporate finance experience, ideally gained in a merchant or investment banking environment.
- Highly motivated and credible professional with strong financial analysis and communication skills. Team player.
- Ability to learn quickly and flourish in meritocratic, fast moving and demanding business. At least one European language will be an advantage.

Please send full cv, stating salary, ref FS70604/R, to NBS, 21-26 Garrick Hill, London EC4V 2AU
Fax 0171 489 0698 Tel 0171 379 1070

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مركز الأبحاث

RISK ANALYST - GROUP TREASURY

Competitive salary + full banking benefits • London

At The Royal Bank of Scotland we have a very clear commitment to be the best performing financial services group in the UK. Group Treasury plays a key role in this drive, providing competitive advantage through the effective management of the overall Group balance sheet and the risks therein.

It's a highly sophisticated environment dealing with funding management, liquidity, regulatory requirements, the management, consolidation and hedging of interest rate and foreign exchange risk as well as strategic/operational analytical support and deal execution.

An experienced Risk Analyst is required to join the team and help develop the asset/liability management, modelling and risk evaluation capabilities and management systems. With at least two years' relevant experience, you'll possess ALM modelling experience, highly developed mathematical and analytical skills and a keen appreciation of the risk characteristics of both retail and corporate banking products. A

RISK MANAGEMENT AND MODELLING FOR A COMPLEX BANKING BUSINESS

good communicator, you'll have the ability to apply your analytical skills in a practical way and work well in a team environment.

In addition to a competitive salary, we offer an excellent remuneration package that includes performance related bonus, profit share, house purchase and share option schemes and a non-contributory pension.

Please write enclosing a full CV to Sarah Mann, Human Resources, The Royal Bank of Scotland plc, Waterhouse Square, 138 - 142 Holborn, London EC1N 2TH. Fax 0171 427 9933. Closing date for applications: 24 September 1997.

The Royal Bank of Scotland

Committed to Equal Opportunities

Leading Investment Bank
MANAGEMENT/STRATEGY CONSULTANTS
FOR BANKS & INSURANCE SECTOR ANALYSIS

SIX FIGURE PACKAGES / CITY

Our client is a global market leader in investment banking and securities, with a reputation for delivering high-value equity investment ideas to major financial institutions around the world. The Bank's global equity sector research teams are top ranked and amongst the leaders in their field. A number of management/strategy consultants are now sought to further increase analytical skills across the Banks and Insurance sectors.

THE POSITIONS

• Senior and high-profile roles within Banks and Insurance analysis teams. Use in-depth market sector knowledge to provide leading-edge strategic advice and stock recommendations to top investment institutions.

• Provide thought-provoking analysis and recommendations on sector value drivers and competitive positioning. Considerable involvement in corporate finance.

• Further deepen the range of existing valuation and analysis criteria to include issues such as shareholder value and competitive advantage.

THE REQUIREMENTS

• Record of success with leading Consultancy. In-depth knowledge of Banks or Insurance sectors.

• Experience of latest valuation and modelling techniques.

• Graduate, ideally with further business or professional qualification. Exceptional communication skills. Ability to work under pressure and meet deadlines.

SAINTY HIRD
&
PARTNERS

SHP
ASSOCIATES

Please send a full CV and current salary details, quoting reference 970901, to SHP Associates, Stratton House, Stratton Street, London W1X 5PE. Tel: 0171 753 3000. Fax: 0171 753 3010.

EMERGING MARKET LOCAL CURRENCY TRADERS AND ANALYST

Our client, the London based investment banking arm of a major European bank, is already a major player in emerging markets with a long standing franchise and offices throughout Latin America and Eastern Europe.

As a response to the growth of the local currency business within these markets, the client wishes to recruit three traders to cover each of Central Europe, Turkey and Latin America, with a focus on local currency fixed income products, currencies and a wide range of derivative instruments. In addition the group wishes to recruit a senior analyst to head a small team. He/she will be involved in product development and credit decisions, and will follow macro-economic trends, including currencies and interest rates. The analyst will work closely with the trading desk and the sales team.

The Traders

- Two years' experience of trading relevant markets
- Strong cultural affinity with the region
- Fluency in two relevant languages including English
- A degree in mathematics, statistics, econometrics or other numerate disciplines
- Experience in or knowledge of derivatives

The Analyst

- Strong credit product knowledge
- A good knowledge of the Russian market
- Capable of managing a research product
- Outstanding educational background, including an appropriate post graduate qualification
- At least two years experience at a financial institution

These positions will report to the Head of Local Markets Trading and are excellent opportunities for ambitious individuals to make a significant contribution within a challenging and dynamic organisation. Full banking packages with benefits are on offer, with relocation to London if required.

Interested candidates with the above qualities should contact:
Johnny Yorke at Morgan Hunt,
26-28 Mount Row
London W1Y 5DA.
Fax: 0171 409 3500 Tel: 0171 409 3200
email: johnny.yorke@morganhunt.com

Morgan Hunt

Executive Search
Offices in London and Moscow

LAZARD ASSET MANAGEMENT LIMITED

Fund Manager
Fixed Income

City

Lazard Asset Management has significant funds under management on behalf of a wide range of international and domestic clients. An opportunity has arisen for an exceptional individual to join the London based fixed income team which is responsible for managing Sterling based and international fixed income instruments.

Working directly with the team Director, the key responsibilities will include:

- Contribution in the successful investment management of fixed income at Lazard Asset Management.
- Day-to-day management of money market and bond funds.
- The provision of timely, accurate investment reports to clients.
- Contribution in business development and growth of funds under management.

The successful candidate will be a graduate in a numerate discipline, preferably mathematics, will have

£ Competitive

gained 2-4 years experience in a fixed income environment and will be IMRO threshold competent. Preference will be given to individuals who have experience not only in Sterling denominated instruments but also in global markets and instruments. Knowledge of the use of quantitative investment techniques, the use of derivatives and fund optimisation processes are advantageous.

This is an outstanding career opportunity for an exceptional, intelligent young professional who is adaptable and numerate and who can demonstrate the ability to work in a small team environment. Excellent communication and interpersonal skills are essential.

If you possess the qualities sought, please contact Sarah Hesse-Hunter on 0171 269 2314, or write to her enclosing a full curriculum vitae to Page House, 39-41 Parker Street, London WC2B 5LN, or fax her on 0171 405 9649 quoting reference 367542.

MP

Michael Page City

International Recruitment Consultants

London New York Paris Amsterdam Frankfurt Milan Madrid Hong Kong Singapore Sydney

Head of Retail Banking

DUBAI

Our client is a leading Gulf based commercial bank with a well developed branch network and a comprehensive range of financial products and services. By adopting a highly innovative approach, supported by the latest technology, they have already secured a significant presence in retail banking and aspire to be market leaders. To spearhead this development they now seek an outstanding individual with the energy and ability to drive the business forward in a dynamic and constantly evolving market. The key elements of this role are:

- Develop and implement a retail banking strategy and regularly monitor revenue, profit and market share performance.
- Direct, train and motivate staff to deliver the highest standards of customer service.
- Be proactive in identifying market opportunities and developing and launching new products and services.
- Promote the development of electronic banking products.
- Ensure that effective operating standards, delivery systems and control procedures are in place to meet the current and future needs of the business.

EXCELLENT TAX FREE PACKAGE

Educated to degree level with a banking or business management qualification, candidates will already be in a senior position, managing a substantial retail business in a bank with a multi branch network. Exposure to current developments in financial products and services and a strong focus on all aspects of customer service and technology are key to this assignment. Our client is seeking a world class retail banking professional with well developed leadership and communication skills and the ability to work effectively in a multicultural environment.

This represents a unique opportunity for international career development in an attractive and stimulating environment supported by a tax free salary and a comprehensive range of expatriate benefits.

Please write in confidence, with full career and salary details, to Geoffrey Walker, MSL International Limited, 178-202 Great Portland Street, London W1N 6JJ. Fax 0171 637 2965. Please quote reference: 64073.

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Financial Times



The ESRF is a research institute in Grenoble, France, funded by twelve European countries. Its main task is to produce X-ray synchrotron radiation and to support its use by scientific communities. The ESRF wishes to recruit its

DIRECTOR OF ADMINISTRATION (m/f)
for a period of up to five years, beginning on 1 October 1998

The Director of Administration is charged with the organisation of the administrative work related to the operation of the institute constituted as a French "Société civile" (~FRF 400 million annual budget, ~500 staff, ~2000 external users per year). This includes administrative and legal relations with external companies, institutes and the Members of the ESRF. He/she leads the Administration Division (36 posts) including Human Resources, Finance and Central/Commercial Services.

Further information on the ESRF and on the post can be found on the ESRF's website (<http://www.esrf.fr>)

The successful candidate should have a professional qualification in economics, law or science, well-developed conceptual and organisational skills, experience in a similar post within a scientific environment, working knowledge of English and some French (any other European language would be an asset).

Individuals wishing to apply their conceptual skills, knowledge and experience in the operation of the ESRF should send their written applications by 1 October 1997 to the:

Chairman of the ESRF Council • Ref. DIRADM
BP220 • F-38043 Grenoble CEDEX 9 • FRANCE

QUALIFIED EQUITY DERIVATIVES TRADER

required by expanding London based trading Company. Successful applicants must be degree qualified, with a minimum of 5-years trading experience on either the NYSE, CBOE or CBoT. A detailed knowledge and understanding of US financial markets is essential, with skills in US market analysis being desirable.

Please forward covering letter and curriculum vitae, for the attention of

Alexander W Cope-Norris at
Juno Limited
1st Floor, Prince Rupert House
64 Queen Street
London EC4R 1AR

SODEXHO, a French international group (turnover 27 billion francs, workforce 140,000) is a world leader in the area of catering for companies (food and services). Our "Remote site management" business has a turnover of 1.2 billion francs worldwide and a workforce of 12,000. We are seeking for

SUPERVISORS

Your mission will include the management of a profit centre made up of several decentralised operational units. You will manage and lead the operational teams and will extend and develop contracts you have been assigned. With your colleagues, you will meet the needs of your clients with innovating and appropriate solutions. Success in this post (client satisfaction, development of the profit centre and management of operational teams) will provide good opportunities for advancement within our organisation.

You have acquired good experience in services or public works environments through practical training. Autonomous by nature, you are service oriented and have a sense of organisation as well as an aptitude for team management. You want to invest in the job, become responsible for an expanding business in a post with good promotion prospects and working abroad is attractive to you. You are 28 to 35, fluent in English, written and spoken, with a good working knowledge of French.

Posts available in various countries in West Africa.

Please send your candidature (CV, letter of motivation and required salary) with ref. S/FT to SODEXHO, DRH Gestion de Bases Vie, BP 100, F-78883 St-Quentin-Yvelines cedex.

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Rattaché au Responsable du Service des Affaires Financières Internationales, vous menez la recherche et le montage de financements des opérations commerciales à l'international. Cette mission vous conduit à collaborer étroitement avec notre force commerciale, notamment lors de fréquentes missions conjointes hors Europe.

De formation supérieure, vous justifiez d'une expérience de 4 années minimum du financement du commerce international, acquise dans le secteur bancaire ou dans un groupe industriel. A la fois créatif et rigoureux, vous avez le sens de la négociation et disposez de grandes qualités relationnelles. Vous maîtrisez parfaitement l'anglais.

Ce poste vous ouvre de larges perspectives d'évolution au sein de notre Groupe, tant dans les secteurs financiers que commerciaux. Il est situé à Suresnes, en proche banlieue parisienne.

Merci d'adresser votre dossier de candidature (lettre manuscrite, CV et photo), sous la référence NFE/EF à Renault V.I., Recrutement des Cadres, 40 rue Pasteur, BP 302, 92156 Suresnes.

RENAULT V.I.



Prudential Supervision

Following the Government's decision to reform the existing framework for financial regulation, it is planned that the present financial regulators (including the SIB, the Bank of England's Banking Supervision Division, IMRO, FIA and SFA) will be combined, starting early in 1998, to form a Single, World Class Financial Regulator. The recruitment of high quality staff and their further training and development will be a top priority for the new regulator and it is envisaged that any staff recruited from now on will transfer sooner or later into the new organisation.

The Prudential Supervision Department in the SIB is involved in developing, setting and maintaining supervisory standards for business controls and financial resources of investment firms. Current main areas of activity include work on group supervision of financial conglomerates, including improving arrangements for inter-regulatory co-operation internationally and assisting HM Treasury, other government departments and other FSA regulators to negotiate and implement EC Directives. Two vacancies have recently arisen in the department; responsibilities will include the following:

Executive

- Assisting and supporting a Senior Executive on corporate governance, group supervision and related international policy initiatives.
- Helping to develop and maintain the department's function as a centre of expertise on regulatory accounting issues.
- Implementation of policy covering UK branches of overseas investment firms.

The role could suit a recently qualified accountant or chartered secretary with experience of how groups are managed/structured.

Both positions require an ability to express ideas fluently both orally and in writing and to analyse complex issues, paying attention to detail and relating it to the wider context. Applicants interested in either position should initially submit a CV to Sue Lintern at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LN quoting reference 368174 or telephone her on 0171 269 2308. Closing date 19th September 1997. Your response to this advertisement may be passed to the other regulatory organisations mentioned above unless you request otherwise.



Michael Page City

International Recruitment Consultants

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SOUTH CHINA BROKERAGE CO. LTD.

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South China Brokerage Co. Ltd. has been listed on the Hong Kong Stock Exchange since 1993 and is part of a group with significant interests in Hong Kong and China.

The Company is seeking suitably experienced candidates for both its London and Hong Kong Offices. Positions are available at senior and junior levels. Research is based in Hong Kong. There will be no obstacle to major career growth for team players hungry for success.

Please send your resume to: **Director of Human Resources (Ref. A8), South China Brokerage Co. Ltd., 28/F, Bank of China Tower, No. 1 Garden Road, Central, Hong Kong.**

FORFAITING

A major European bank is seeking to build up a new London-based Forfaiting team. The team will initially consist of 5 professionals: 2 Forfaiters, 2 Administrators and 1 Primary Acquisitor based in Germany.

The open positions

Senior Forfeiter - Head of Group

The successful candidate will have a minimum of 6 years experience in both the Primary and Secondary markets and must have good management skills.

Forfeiter Trader

Minimum of 3 years relevant experience.

Candidates for both of the above positions should be computer literate and have good marketing and trading skills.

Forfeiter/Loans Administration

Minimum of 5 years relevant experience with emphasis on Forfaiting. Candidates must be computer literate and ideally familiar with the ROHIST Forfeiter Management System.

A knowledge of German would be an advantage for all positions.

The remuneration package will be competitive and reflect the experience of the successful candidates.

To apply, please write, enclosing your C.V. to Box A5216, Financial Times, One Southwark Bridge, London SE1 9HL. Your application should include a note of your current remuneration package and advise for which of the three positions you are applying.

Investment Analyst

£35-£40K + Car + Benefits

London

Our client is one of the largest pension and life insurance companies in the Nordic region. It manages a global real estate portfolio of £61.5bn and this newly created position will contribute significantly to their future portfolio strategy. Working closely with a Director, you will be central to the investment decision making process and be expected to act autonomously. Researching and analysing potential investment products, principally in Europe and Asia, you will also assist with the due diligence process for specific investment opportunities and subsequently monitor their performance.

With a good first degree in accountancy, economics or similar, you are likely to have 3 plus years gained in equity research, accountancy or economics and have developed a strong background in quantitative research. Property knowledge is not a prerequisite but you should have a first class understanding of equity investment products. You will also need some understanding of international taxation.

With highly developed analytical and quantitative skills you will be capable of working to advanced level on spreadsheets. Professional and commercially astute, you will possess exceptional written and verbal communication/presentation skills. Personal career development and training is a priority and support will be given for DMR exams or similar. Some travel to Asia and Europe.

Interested? Apply to Linda Steel, Ideachange Limited, Human Resource Consultants, Horseshoe House, Biddlow Road, Princes Risborough, Bucks HP27 9NG or telephone her confidentially on +44 01844 275788 (office) or +44 01844 274957 (eve/weekends). E-mail: ideachange@compuserve.com

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SALES TRADER

CENTRAL & EASTERN EUROPE

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RZB-Austria London Branch is expanding its Investment Banking activities and is seeking to recruit a Sales Trader for its Equity Sales Department.

The Role

Will require comprehensive knowledge of:

- IPOs and secondary offerings of equities;
- Corporate bond funds of both investment grade and non-investment grade fixed income securities;
- futures, preferred stocks, and CMOs;
- understanding of large hedge funds with a primary investment objective of short term capital appreciation;
- will involve frequent travel throughout the Region.

The Person

- will have an academic background in International Economics, a Master of Business Administration Diploma, specialised in Finance;
- will possess a minimum of three years international work experience, with at least one year's experience in an Eastern European market with in-depth knowledge of the local trading and settlements procedures;
- will have an established client base with senior dealers of leading international fund management groups targeting Central European Equity and Bond markets;
- will have the ability to communicate in a Central European language, but has an English mother tongue;
- will be a pro-active person with lots of initiative, preferably in his/her mid twenties.

To apply, please write in confidence, enclosing your curriculum vitae, including details of current remuneration to Ms Anna Telenius, Personnel Officer.

RZB-Austria

36-38 Botolph Lane, London EC2R 8DE

Join a leading telecoms team

Flemings is an investment bank with core businesses in asset management, investment banking and securities broking and research. Our securities business provides independent research on over 3,200 stocks with an emphasis on sectoral specialisation, emerging markets and global coverage.

We are now recruiting an experienced analyst to join our highly-rated international telecommunications team. Based in London, the analyst will ideally follow both UK and Continental European stocks although candidates with expertise in only one of these areas will also be considered.

The successful candidate will possess the following attributes:

- a minimum of three years experience as a sell-side equity analyst specialising in telecoms or a related industry
- the ability to write innovative research to tight deadlines
- be a persuasive marketer
- possess strong interpersonal skills
- ideally have a postgraduate qualification and European languages.

The analyst will be supported by a research assistant, the team's unique global telecoms database and the combined expertise of the current team, some of whom have first hand experience of the telecoms industry.

The salary and benefits package will appeal to high quality candidates.

Write to Sasha Sewell-Knight in our Personnel Department at the address below, giving details of current remuneration and enclosing a full CV.

Robert Fleming & Co. Limited
25 Copthall Avenue
London EC2R 7DR



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A senior level appointment with scope to advance to a general management role in 3-5 years

SENIOR CORPORATE BANKER



CITY

£60,000-£85,000 + BONUS

MAJOR INTERNATIONAL BANK

We invite applications from graduates, ideally with a second degree, who have a strong credit background, preferably in a US bank, and at least 5 years' experience in managing relationships with top 200 UK/European corporate and institutional investors. A track record of transactional involvement in structured deals using capital market products and derivatives will be useful, as will be a second European language. You will be part of the business development team reporting to the General Manager and be fully involved in deals particularly tax structured cross border transactions. Essential attributes are strong leadership qualities, proactive business development skills and, above all, the ability to drive forward this key activity in a profitable manner. Initial salary is negotiable £60,000-£85,000, plus bonus and a good banking benefits package. Applications in strict confidence quoting reference SCB/6564/FT to the Managing Director, CJA.

SENIOR EMERGING MARKETS TRADERS

We are a major European Investment Bank who (urgently) require two senior emerging market local currency traders, based in London, to support our trading activities in:

- Turkey & the Middle East;
- Other countries of the EMEA region.

(Both) applicants should be degree qualified & have a minimum of 2 years post-qualification trading experience in the respective areas and be able to demonstrate a positive contribution to P & L. In addition, for post (a) the candidate should be fluent in Turkish & English and be prepared to re-locate in due course to Turkey. For post (b) the candidate should have trading experience in the most liquid markets (Czech Republic, Hungary & Poland) & also South Africa.

Please reply in confidence, enclosing your CV in: Box No A5222, Financial Times, One Southwark Bridge, London SE1 9HL.

New Financial Times Appointments Section

Trading Places

For the announcement of changes to senior personnel within your company contact:

Ben Bonney-James
on +44 171 873 4015

CLOSED END FUND TEAM - SALES

Outstanding opportunities for a number of highly motivated, talented professionals to join our Emerging Markets Funds Team.

The Company

West Merchant Bank is a highly successful subsidiary of the Westdeutsche Landesbank ("WestLB") Group, one of Germany's largest financial institutions and ranked 17th largest banking group in the world. We have a highly successful Emerging Markets team, established since the mid-1980's, based in the UK, Latin America and Central and Eastern Europe. The operation is undergoing impressive growth and as part of this expansion is seeking to recruit a number of Closed End Fund Sales People.

The Team

A cohesive, self contained and motivated group of fund specialists focused on delivering real added value to their clients and enjoying life. The Sales team is supported by a very strong team of Analysts and Traders as well as one of the world's most advanced on-line Closed End Fund valuation systems.

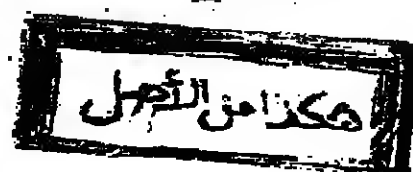
The Candidates

- We have a number of exciting positions available. Although we would prefer some emerging markets experience this is not essential. We are open to recruiting from a variety of related disciplines including fund management. The successful candidates will:
- be key members of the Closed End Fund team selling into the UK and USA;
- have a proven sales record or be in a position to demonstrate the necessary determination, persistence and self-motivation required in order to develop into a successful sales person;
- have a demonstrable desire to succeed within the Emerging Markets environment.

Only graduate level individuals who are ambitious and enthusiastic team players should apply. Competitive packages including bonus and full benefits are available for the successful candidates.

Please send your updated CV with salary details, quoting ref. PG97R177 to Diane Tissera - Personnel Manager at West Merchant Bank, 33-36 Gracechurch Street, London EC3V 0AX

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Excellent Salary + Bonus

Central London

An international Investment Management Firm, with an outstanding reputation in global financial markets, is currently seeking to recruit two individuals.

Successful candidates will be working with a group of people responsible for pioneering some of the recent techniques in international portfolio management. The organisation utilises a sophisticated mix of mathematics, financial theory and market insight to construct trading strategies worldwide.

The Firm seeks itself on a group approach to its business and the talent, dynamism and energy of its employees. Accordingly, each candidate should have the drive and disposition to excel in a small, friendly but dynamic team based environment.

Experienced Trader/Strategist

The person will be a market strategist and execute trades. He or she will also take an active role in research and risk management. The requirements are:

- 2 to 3 years trading experience in fixed income markets (preferably EEC Government debt and derivatives)
- Strong quantitative skills with an advanced academic degree in mathematics, engineering or sciences, especially statistics, optimisation, numerical methods or econometrics
- Good programming skills (Pascal or C) and/or SQL background together with significant experience in leading system development initiatives
- Experience in financial modelling including quantitative hedging concepts and forecasting.

Database Developer

The person will be a key player in the design and implementation of critical database systems for trading and risk management and will be working hand-in-hand with traders and research strategists. This is a highly visible role offering every opportunity to gain immediate exposure to a whole range of business functions and responsibilities.

A relevant academic background, practical computer programming/relational database experience and database design, ideally Sybase and Transact SQL, query optimisation and performance tuning skills are required.

Programming experience in Unix, Perl and C would be advantageous.

Good aptitude in basic calculus, linear algebra and bond mathematics and statistics knowledge would be beneficial.

For more information please call Ruth Velazquez on 0171 307 3100, or send your CV to her at Talisman Information Systems, 4 Great Portland Street, London W1N 5AA. Fax: 0171 307 3101. E-mail: ruthv@talisman.co.uk



INVESTMENT/RESEARCH EXECUTIVE MAJOR NEW MULTI-MANAGER FUND

Late 20s - early 30s

London West End

This is an important new role in a company recently created to run one of the UK's largest international multi-manager unit trusts. The role will involve strategic asset allocation and performance measurement of a portfolio geared to long-term total returns.

You will work closely with the MD, a highly experienced and senior international fund manager, and a small enthusiastic team of professionals. Your key tasks will be assisting on global asset allocation, taking a leading role in performance measurement, liaising with the external fund managers, and working on technical issues such as currency exposure and the use of derivatives.

You are experienced in performance measurement (including asset and currency attribution analysis), competent in the use of Excel and with the intellect to take initiatives in leading-edge technical investment areas. The company will provide a competitive package, including a performance-related bonus.

Please write in confidence, giving full details of your education and experience, to Terence Hart Dyke, consultant to the company, at BDC Search, 63 Mansell Street, London E1 8AN.



INTERNATIONAL REAL ESTATE INVESTMENT AND DEVELOPMENT COMPANY

PARIS BASED PROPERTY ASSISTANTS WITH WORKING KNOWLEDGE OF FRENCH

You are in your mid to late twenties, ambitious, focused, highly numerate and have had exposure to the real estate business, preferably with some experience in France.

You may be a recent graduate (probably in estate management) or have 2-3 years working experience with an investment bank, a big-6 consultancy firms, or a real estate investment or advisory business. Working closely with one of the partners of HRO International you will be involved in all aspects of the acquisition, improvement, administration, leasing, and sale of properties.

An excellent financial package is provided.

Contact: HRO International, Michael Billyard-Leake or Noël Simpson,
26 Avenue Foch, 75116 Paris:

Telephone +331 45 00 62 62, Fax +331 45 00 60 93,

E-mail: HRO_Paris@compuserve.com.

PROJECT FINANCE EXECUTIVE

We are a leading Gulf based, institution seeking to make an AVP level appointment to our Project Finance Group. Reporting directly to the Unit Head, the position offers sound growth opportunities for candidates seeking to build on their current experience and responsibilities through direct participation in one of the latest growing regions for project development.

Requirements

The candidate will already have some 3-4 years experience in the project finance department of a recognised financial institution, in which his/her principle functions will have been to construct project models, analyse and assess project fundamentals, and contribute to the structuring and pricing of eventual financing offers. To have undertaken this, the candidate will have worked on transactions at a Co-Arranger level, including some work within the hydrocarbon sector.

Qualifications and skills

Graduate in a finance, legal, economic or engineering discipline. You will also be numerate and disciplined with the ability to operate independently, developing and creating innovative solutions. Importantly, you will have good interpersonal skills and be able to operate in a multi-cultural environment.

Remuneration

The position carries a competitive, tax-free salary, with normal expatriate benefits.

Replies to

Please reply to PO Box A 5211, Financial Times, One Southwark Bridge, London, SE1 9HL. Enclosing Curriculum Vitae, salary details and covering letter demonstrating your suitability for the position.



FINANCIAL TIMES
Television

FRANKFURT CORRESPONDENT

FT Television seeks a young and energetic correspondent for its award-winning output, mainly on Europe's leading business channel, CNBC. The successful candidate will be a journalist with good knowledge of Germany's business community and financial markets. He or she will be expected to contribute live to rolling business news programmes and to prepare regular video journalist reports.

Please reply with full CV to:

Andrew Clayton

Editor, Financial Times Television

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Financial Times

Baring Private Equity Partners Limited Managers and Associates

Central European Private Equity Team

Baring Private Equity Partners (BPEP), a part of ING Asset Management within the ING Group, is a leading private equity and venture capital investment company with assets in excess of US\$1 billion invested on a truly global basis throughout Europe, the Americas and Asia. As the next step in its expansion, BPEP is seeking to recruit several Managers and Associates to join its newly created Central European private equity team.

Initially based in London, these positions offer an outstanding opportunity for successful candidates to become involved in private equity investments in this challenging and rapidly growing region.

Managers, with at least five years of professional experience, will be responsible for assisting Partners in developing and executing equity investments, including due diligence, valuation, negotiation and legal documentation. Portfolio

supervision and exits will in time be of major importance.

Associates, with a minimum of two years of professional experience, will support the investment and portfolio management activities. Responsibilities will include due diligence, financial modelling and company analysis.

Successful candidates will be dedicated team-workers, will have a strong educational background and work experience in private equity, investment banking, industry or strategy consulting with a leading firm. Outstanding financial and quantitative analytical skills and a pragmatic approach to business are essential. Excellent written and oral communication skills in English are a prerequisite. Prior professional experience in the region and fluency in a Central European language is desirable.

To apply, please send your curriculum vitae to David S. Huchfield, Senior Partner, Operations at 33 Cavendish Square, London W1M 0BQ

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- Well established shoe manufacturing business
- 35,000 sq. ft. leasehold premises
- "Blue-Chip" customer base
- £5m turnover
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For further information please contact immediately:

Brian J. Hamblin and R. Neil Marshman,
Pannell Kerr Forster, Pannell House,
159 Charles Street, Leicester, LE1 1LD.

Tel: 0116 250 4400

Fax: 0116 285 4658

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Financial Times

EASDAQ - THE EUROPEAN STOCK MARKET

Marketing Executive

(London based)

Due to strong demand from the corporate issuers sector we need to fill the following position:

Job Profile

- Actively implement the EASDAQ marketing strategy.
- Recruit and retain growth companies from the UK, Ireland and Northern Europe seeking admission to EASDAQ.
- Assist the admissions department in the preliminary contact process.
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Requirements

- Academic degree in Economics or Business Administration from a recognised institution.
- English speaker, any other European language a plus.
- 3 years of working experience in Corporate Finance, preferably in Equity Capital Markets.
- Analytical and first class communication skills.
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EASDAQ is the European stock market where fast growing companies with international aspirations can raise capital from interested investors. EASDAQ is a screen based stock market enabling companies, intermediaries and investors to have direct access wherever they are located. Trading is safe and cost-effective, and companies benefit from a broad range of European and overseas investors.

Kindly forward your CV in English to:
Erik Hellmann, Member of the Market Authority,
EASDAQ, s.a. Koloniënstraat/Rue des Colonies 58,
Box 15, B-1000 Brussels, Belgium.
Tel: +32 2 227 65 20 Fax: +32 2 227 65 67

EASDAQ

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Key roles in Sales, Trading & Research

Our client is a leading international investment bank, with a growing strength in the emerging markets of Eastern Europe. As part of the steady expansion of their client franchise in Russia, they are now looking for experienced, high quality professionals to join their Emerging Markets team for the region, who will be located in Moscow. Dealing in a wide variety of financial products, you will play a key role in enhancing trading strategies by building strong relationships with counter-parties and providing expert local-market analysis. Educated to degree level and fluent in English and at least one relevant language, you must

have an extensive knowledge of the relevant markets backed by at least 2 years' experience gained within the region. In addition, you will need a thorough understanding of a wide range of products including Fixed Income, Equities and Foreign Exchange.

To apply, please send full career details, quoting ref: 1062 to Alastair Lyon, Confidential Reply Handling Service, Associates in Advertising, 5 St John's Lane, London EC1M 4BH.

Applications will only be sent to this client but please indicate any company to which your details should not be sent.

aia

HR MARKETING & COMMUNICATIONS

ALL SOULS COLLEGE OXFORD

The Bursarship

The College intends to elect a Bursar in March 1998, to take office in the following October.

The Bursar, who may be either a man or a woman, will be a Fellow of the College and will be responsible to the College for managing its endowment and its expenditure, and for supervising its administration and domestic affairs.

There is no application form. Candidates should write, enclosing a CV and the names of three referees, by 17 October 1997 to the Warden, All Souls College, Oxford OX1 4AN, from whom they may obtain further particulars. The College will not consider its choice to those who apply.

Project Leader

required by major UK entertainment company based in London

to run two year project on sales and marketing database development. Candidates must have MBA from London Business School, INSEAD or IMD and at least 5 years' experience of successful sales and marketing experience in blue chip international companies, ideally both within and outside the music industry. Knowledge of Japanese an advantage.

Start date: 1 October 1997

Salary: up to £35,000

For further details please apply to:

Box 5204, Financial Times,
One Southwark Bridge, London SE1 9EL

Closing date for applications: 24 September 1997

NORGES BANK



ACCOUNTANCY APPOINTMENTS

CONSULTANTS FOR EUROPEAN
CHANGE PROJECTS

His business is
fine, forecasts
are good and
the economy
is booming.

He desperately
needs your help.

When you look closely at his business successes, you'd think he was the last person on earth who needed help. But you'd be wrong. Why? Because of the impending changes in the way business will be done in Europe, caused by the increasing development of the single market driven by Economic and Monetary Union (EMU). Cross-border competition will increase; forces of demand and supply will change as customers seek more choice and transparent prices; and companies will seek new markets and offer better value products and services through new channels and from new locations. This will precipitate mergers and consolidations across Europe, decisions to seek economies through outsourcing, shared service centres, and cost reduction. Most of all, systems and processes will need to be able not only to cope with EMU, but to provide competitive advantage. So, who can he turn to, to guide him through the new opportunities and challenges EMU presents?

Being an astute business professional, he'll turn to the one company that has already achieved full integration of its services to clients - not just in Europe but across the world. That company is Price Waterhouse. We are acknowledged leaders in providing a truly global service to multinational clients. Our knowledge and experience means we can give top-tier customers a clear insight and understanding of the full ramifications of EMU, as well as business solutions for a united Europe. Of course, our ability to cross the boundaries of different disciplines - and national frontiers - is due to the capabilities of our consultants; a highly skilled, respected and dedicated team, of which you could become a member. You'll guide our clients towards preparing for cross-border competition within Europe, ensuring they're able to identify and meet new business opportunities. The will involve assessment of strategic, operational and systems challenges and help in

managing the major change programmes which will be required. As you would expect, the demands of this role are extremely high. You'll be contributing to decisions that will affect the long-term international success of major companies. That's why you must have proven professional experience in business processes or systems development, preferably with substantial EMU experience. You're currently a consultant within an EMU practice, or employed in a senior financial, treasury, marketing, IT or HR position. However, whatever your background, you must have experience of developing and re-engineering the business processes, systems, operations and strategies EMU will change. You'll also have considerable sector experience, gained in one or more of the following fields: financial services, oil, gas, telecoms, retail and manufacturing. Excellent English is essential,

while fluency in other languages is a definite advantage, as many projects will involve multinational participation. Our portfolio of clients is blue-chip and demanding. Excellent training will prepare you for your many challenges, and a competitive salary and flexible benefits will reward you for meeting them. And what's more, the opportunities for you to enhance your personal professional knowledge and skills will be exceptional. You will be based in London, Frankfurt or other European locations. So, want to give business leaders some real help? Then start by writing, with full CV quoting reference 76561, to David Brownlow at Huntswood Associates Limited, Castle Hill House, Castle Hill, Windsor, Berkshire SL4 1PD. Telephone: 01753 855200/101528/777256 outside office hours. Fax: 01753 831350. Email: brownlow@huntswood.co.uk

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Finance Director

An industry award-winning retailer, Furniture Village is a rapidly growing business operating at the quality end of the furniture sector. Backed by Cadogan Estates, with 12 outlets and 1997 turnover approaching £60 million, the company plans to float in the near term. A commercially minded and service-oriented finance professional is now sought to help drive further profitable growth.

THE ROLE

- Providing first-class financial management and control, leading a lean, high calibre finance team, with additional functional responsibility for property, personnel and company secretarial matters. Developing the systems to support sustained growth and development.
- Contributing to strategic decisions in all business areas and supporting implementation with operational management.
- Working closely with the Managing Director and Board colleagues to prepare the company for flotation. Forging strong relationships with the City, external advisors and investors both pre- and post-flotation.

THE QUALIFICATIONS

- Ambitious graduate accountant with financial management and control, tax and treasury skills gained in a multi-site consumer service business. An understanding of retail disciplines a distinct advantage.
- Fast-track performer who is flexible enough to thrive in an entrepreneurial environment, yet has the discipline and rigour imparted by formative years in a structured business.
- Mature and confident with warmth and enthusiasm. A hands-on team player with excellent communications skills.

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THE ROLE

- Report to the Chief Executive as a member of a lean, senior executive team, responsible for motivating, managing and developing the devoted finance team, accountable for statutory reporting, treasury and financial management.
- Play a key role in the formulation of business and financial strategy. Identify, assess, complete and integrate global acquisition and other corporate development opportunities.
- Continue the development of focused and rigorous management information and business control processes adeptly interpreting financial analysis in support of business colleagues.

THE QUALIFICATIONS

- Ambitious accountant with at least 10 years' experience in a technical or engineering environment. Strategic, financial, management, treasury and corporate finance skills gained, preferably at board level. In an international technology driven business. Further business qualification desirable.
- Credible at Board level and in the City with superior communication, leadership and presentation skills. Capable of critiquing complex business proposals and making a positive contribution to a growth and change process.
- Commercially astute, able to contribute across the business, both strategically and operationally. An enthusiastic, hardworking, reliable team player who gets things done.

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HIGH-PROFILE OPPORTUNITIES
IN FINANCIAL AUDIT

BUSINESS AND COMPUTER AUDITORS

These opportunities to join the Rothschild Group's highly professional audit team offer the chance to build a broadly-based career within one of the City's most respected financial institutions. The London-based audit function undertakes a diverse range of projects spanning all aspects of the Group's activities, and has a proven record of sourcing senior executives for all areas of the business.

Increased demand for internal consultancy services together with a widening of the team's international remit have created the need to appoint further high-calibre individuals who combine relevant audit experience with strong development potential. All these positions carry full responsibility for the planning, management and performance of high-level audits, including report-writing and liaison with senior management. Overseas travel and significant *ad hoc* project work are also involved.

BUSINESS AUDITORS will need a good honours degree, a professional qualification in accountancy or banking, and up to three years' post-qualification finance-sector auditing experience gained with a leading international accountancy practice or respected City institution. Experience of either wholesale banking or asset management and their respective regulatory regimes would be advantageous.

COMPUTER AUDITORS will have either similar qualifications to the business auditors or a CISA, QICA or other relevant qualification. A full complement of technical skills, including the ability to conduct full application reviews, is also required.

All applicants must have excellent interpersonal and communication skills.

Remuneration is designed to attract high-calibre candidates, with benefits including annual bonus, mortgage subsidy, health insurance and non-contributory pension scheme.

Please apply in strict confidence, enclosing full cv with details of current remuneration, to Sara Morris, Personnel Manager, N M Rothschild & Sons Limited, New Court, St Swithun's Lane, London EC4P 4DU.



N M ROTHSCHILD & SONS LIMITED

european operations
management

Excellent package

Our client is a global corporate bank with a substantial and growing business in Europe. Critical to its continued success is the globalisation of its business activities and a drive to deliver superior customer service. As part of this strategy the organisation is re-engineering and standardising its service delivery capabilities and operational processes.

They wish to strengthen, at all levels, the team tasked with managing and implementing the changes across Europe. Acting as an agent for change you will:-

- Manage the re-engineering initiatives to ensure that optimum results are achieved
- Instil global quality initiatives into the bank's culture to achieve its aim of becoming the industry leader in service quality and customer satisfaction
- Achieve substantial and quantifiable improvements in unit operating costs

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Initial appointments will be in continental Europe. Beyond this, global career opportunities exist for those who succeed in this role. Excellent remuneration packages will be offered to the successful candidates.

A European national, you will be a graduate with a professional business qualification. Your operational management experience will have been gained in a manufacturing, banking or consulting organisation. A second European language is essential whilst prior TQM and process re-engineering experience would be advantageous.

Applicants should send their CV to our advising consultant, Richard Williams at Robert Half International, Walter House, 418 The Strand, London WC2R 0PT. Tel: 0171 836 3545, Fax: 0171 836 4942, E-mail: london@half-at.co.uk

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CENTRAL EUROPEAN TAX PLANNING MANAGER

Prague based

TESCO

Excellent package

The UK's No.1 food retailer, Tesco has over 700 stores throughout England, Scotland, Wales and France. The company is also rapidly expanding into Central Europe - and, so far, has over 100 stores in Poland, the Czech Republic, Slovakia and Hungary. Offering customers excellent value for money through managing improvements in the sales mix, better buying and more efficient sourcing, sales in this region continue to be encouraging as the stores trade in line with Tesco's expectations.

Clearly, this is one of the most dynamic companies in the region today. With a reputation for innovation, world-class management teams and highly trained and motivated staff at all levels, Tesco is committed to staying at the forefront of food retailing.

To develop its business in Central Europe, Tesco now requires a local tax specialist to take on responsibility for tax issues in the region. Supporting local Finance Directors, this person will build a detailed knowledge of Tesco companies in Central Europe and provide a co-ordinated approach across the region. This will involve managing all taxation issues, advising on tax planning and overseeing compliance matters.

- THE PERSON:** Reporting to the UK-based Director of Tax, you will be responsible for:-
- supporting Tesco companies in the region across a range of tax issues - including corporate tax, VAT, customs and excise; as well as employee tax planning and advising on local tax and cross-border tax issues;
 - monitoring and responding to changing tax laws, and interpreting statute law in the various countries;
 - co-ordinating tax investigative activity and group reporting;
 - developing close ties with Tesco's Finance and Commercial functions in planning and executing tax strategies;
 - integrating tax planning into long-term strategic plans and monitoring tax efficiency.

THE PERSON: The complex tax legislation and accounting policies of the region require you to have the following qualifications:-

- a qualified accountant, preferably ACA or equivalent;
- 2-4 years' experience in Central Europe with an accountancy practice's taxation department or multinational tax department;
- a detailed knowledge of current tax laws in the Czech Republic, Slovakia, Poland and/or Hungary;
- excellent communication and interpersonal skills;
- the ability to communicate in one or more of the region's languages.

If you feel that you have the necessary qualifications and are interested in this career position, please forward your CV and a cover letter, quoting reference TSC TPM 97 12, to Antal International, at either: Rakoczi út 42, 1072 Budapest, Hungary; fax 00 36 1 267 9104. Or: Betermaly Páds, Husova 5, 110 0 Prague 1; fax 00 4202 24 401 259.



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FINANCIAL CONTROLLER

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c. £50,000 + BENEFITS

- New joint venture established by a US Voice Service Provider and a subsidiary of a Northern European domestic group with international interests, a turnover of £400 million and a commercial plan to grow fourfold in five years.
- Start-up company taking advantage of a market opening to build an international wholesale network and customer base by selling high quality voice minutes to telephone companies throughout Europe.
- Financial Controller is now required to guide the CFO (a non UK national from the parent company) through UK statutory and legislative financial practices and be capable of taking over this role once the current CFO has completed his work in the UK.
- A Chartered Accountant either direct from practice or industry with a comprehensive understanding and first class technical ability in financial control and analysis gained preferably in an international environment. Treasury and tax experience a significant advantage.
- Results driven commercial thinker, with the intellectual depth to multi-task and deal with business issues autonomously. Capable of working in a fluid and proactive environment requiring flexibility and interpersonal flair.
- Rare chance for an outstanding finance professional to join an ambitious business at its inception with the real potential to develop a career to CFO of an international telecommunications business.

Please apply in writing quoting reference 1473 with full career and salary details to: Keith McCann, Whitehead Selection, 11 Hill Street, London W1X 8BB. Tel: 0171 290 2943. <http://www.whitehead.co.uk/whitehead>

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FINANCE DIRECTOR

HOUSEHOLD PRODUCTS MANUFACTURING

SAUDI ARABIA

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Our client, a leading Saudi Arabian-owned business, manufactures detergents, cleaning and hygiene products for Middle East markets. Aggressive marketing strategies, innovation and excellent product quality mean that they are brand leaders in several categories.

Reporting to the Managing Director, you will be a key member of the Executive team, which includes several expatriates, with responsibility for maintaining the company's remarkable, but sustained, 40% annual growth record.

A professionally qualified accountant with a good business degree (and preferably an MBA), you'll be a dynamic, hands-on professional, able to improve and implement a comprehensive cost control and budgetary system and oversee the delivery of sound financial disciplines across all commercial activities. The ability to contribute to long-term strategic plans and play a leading role in evaluating proposed new business ventures and acquisitions is essential.

Experience of cost accounting systems and gross margin analysis within FMCG manufacturing is vital. In addition, you will manage the MIS department, which uses Pegasus Opera, to ensure the provision of accurate and timely management information, and assist with annual audits and the preparation of regular and end of year accounts. Although Middle Eastern experience is not essential, you must demonstrate an understanding of the complexities of managing a multi-ethnic team.

A negotiable tax-free salary and bonus is offered, together with a very generous package of expatriate benefits including good quality housing, paid school fees and free flights home twice yearly. There are excellent opportunities for career progression and development.

Please write, in confidence, with full career details and salary expectations and quoting reference 3341/14, to Ghassan E. Yaghi, Executive Director, Middle East Practice, Heidrick & Struggles, 100 Piccadilly, London W1V 9FN.

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CHIEF FINANCIAL OFFICER

START-UP FOR AN INTERNATIONAL RETAIL TELECOMMUNICATIONS BUSINESS

WEST LONDON/THAMES VALLEY

c. £70,000 + STOCK OPTIONS

- New business enterprise established by a subsidiary of a Northern European domestic group with international interests. International turnover is £400 million with 500 staff and a commercial plan to grow fourfold in five years.
- Start-up company taking advantage of a market opening to build an international retail operation for voice traffic using Open Service Platform technology. Services will include long distance, debit and travel card, internet and local service facilities. The business will provide all retail functions such as customer service, order entry, provisioning and billing.
- CFO required to establish and lead the financial management of this new business, reporting to the Chief Executive. Responsible for the creation of financial systems, IT infrastructure and a finance team capable of serving a rapidly growing, high volume transaction and customer facing environment.
- A qualified accountant, the successful candidate will be able to demonstrate a significant record in strategic financial management within a fast moving international business and have a history of proactive involvement in business planning. Start-up experience would be desirable.
- Dynamic, driven and entrepreneurial, you will be capable of developing an empathy with the business and the commercial acumen to apply financial solutions to business problems. Practical, hands-on approach with the character to establish credibility both internally and externally at all levels.
- Unique opportunity to be instrumental to the creation and growth of a multinational business within an exciting and challenging sector. This role offers the right candidate the chance to take ownership of the financial management of a business and develop with the company.

Please apply in writing quoting reference 1468 with full career and salary details to: Keith McCann, Whitehead Selection, 11 Hill Street, London W1X 8BB. Tel: 0171 290 2943. <http://www.whitehead.co.uk/whitehead>

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Central London

to £40,000 + Benefits

Our client has recently been acquired by one of the leading European IT companies involved in consulting, systems integration, products and outsourcing. It operates in partnership with other businesses within an exciting and rapidly evolving marketplace. Two challenging and commercially focused opportunities have arisen as a result of an internal restructuring.

Financial Operations Manager

The Role

With a move to a new systems environment and process integration, this role has evolved reporting to the Finance Director. You will specifically cover:

- Planning and analysis using multi-dimensional analysis systems.
- Financial review liaising with controllers throughout the Company.
- Review of consolidation.
- Preparation of senior management information pack.
- Analysis of forecast demand levels and appropriate cost drivers and resources.
- Systems development and integration for finance users.
- Financial Integrity

The Person

- A qualified accountant.
- Strong systems accounting experience.
- Major multi-site company experience.
- A team player who relishes the opportunity of working in a dynamic environment.

Travel to Reading on a regular basis may be required.

Interested candidates should apply in writing, enclosing a full curriculum vitae (including daytime telephone and details of present remuneration) to Simon Keating at Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LN.

Ref 366857

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Business Controls Manager

The Role

A number of multi million pound contracts have been set up, each with stringent performance requirements wherein the potential risk is significant. Reporting to the Finance Director, you will specifically cover:

- Risk assessment.
- Materiality.
- Contract compliance.
- Business and control improvements in conjunction with risk limitation.

The Person

- Likely to be a qualified accountant.
- Experience of risk assessment and management.
- Strong systems accounting and audit background.
- Solid appreciation and understanding of work flows and processes (IT and non IT related).

Ref: 366772

Asian Banking Opportunities

Leading Global Investment Bank

Singapore RHQ Based

Our client is a leading international investment bank and one of the world's leading financial institutions renowned for their innovative products and derivative structures. In line with their continuing expansion in the Asia-Pacific, they are seeking to appoint the following senior roles:

Business Unit Control, Head

• Money Market Derivatives/Repos

Reporting to the Global Markets Business Unit Controller and managing an experienced team, you will be responsible for MM/MM derivatives, repos and treasury. You will be the driving force linking front to back office, dealing with daily product accounting issues, quantitative risk analysis and P&L attribution. Your contribution will be instrumental to the strategic direction of the team.

ACA-qualified, you will have a track record of at least eight years in a similar function in an investment bank and possess solid product and accounting knowledge, analytical and management skills.

Compliance Manager

• Global/Capital Markets

Reporting to the Regional Head of Compliance, responsible for the development and implementation of the local compliance function, you will have a strongly proactive role in ensuring compliance with applicable legislation in daily business, reviewing proposed transactions and developing policies for the bank's global and capital markets business with a need to keep abreast of new legislation.

Degree qualified, preferably in law/finance/banking, you will have good working knowledge of treasury, global or capital market activities. A team player, you will competently contribute at all levels of management. Previous experience of compliance will be ideal, however knowledge of banking, markets and operations will be well regarded.

As both roles are senior positions within the bank, salary and remuneration package will be highly attractive for the right candidate. Please telephone 00 65 533 2777 or fax your resume to Foong-Kam Lee at Michael Page International, 24 Raffles Place, #17-05 Clifford Centre, Singapore 048621. Fax 00 65 533 7227. Email: mpagesin@mbx4.singnet.com.sg



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GE's multi-disciplinary, multi-cultural Audit Staff is the premier training ground for these business leaders. Offering a chance to touch all 12 core businesses, it leverages existing experience and provides the fastest career path to management within GE's \$79 billion global corporation. Radically different from audit in the profession, the brief is wide-ranging: anything that has an impact on performance is analysed and challenged, developing and implementing plans for far-reaching change.

The pace is fast: individuals undertake three assignments a year in different businesses at varied locations worldwide. Carrying out proactive reviews and investigations, the team looks at critical business processes, spreading best practices, questioning the status quo and driving improvements in speed, quality and productivity. Challenging and diverse in its work, the team's aim is to make GE's businesses not a little better but dramatically better. The travel is demanding - you will be away on assignment or training 100% of the time - but the fly-home policy and benefits are generous and flexible.



An equal opportunity employer

From day one, the learning curve is steep. A constant review programme which continues throughout your career ensures that training and assignments are tailored to your needs. Around six weeks in the first year alone are devoted to formal training. Some of the best minds from within GE lead courses ranging from presentation and management skills through to business-related training covering facilitative leadership and business process re-engineering.

The learning opportunity is so enormous and the breadth of experience so wide that you will make rapid progress. Associates are typically promoted after a year and become Managers after two. Three years in the team prepares you for a leadership role anywhere in the world.

The qualifications required are simple: an outstanding academic record, 2-5 years' experience and evidence of real achievement in a 'Big Six' firm or any business function of a major international organisation. Most important, however, is a real desire to make an impact, maximise your potential and ultimately to lead others. You will need enormous energy, relish change and have a passion for excellence. You must also have strong analytical skills and a truly international mindset, with the ability to drive quality and change in a company that detests red-tape and bureaucracy.

Interview sessions take place throughout the year. If you would like to take up the challenge - either now or in the next 12 months - please send a copy of your CV and current salary details quoting ref 230, to Alderwick Consulting Ltd, 95 Fetter Lane, London EC4A 3EP. Fax (+44) 171 242 3560. If you are undecided or would like more information, please telephone for an informal discussion in confidence on (+44) 171 242 9191 (weekdays) or (+44) 171 242 811249 or (+44) 171 731 2575 (evenings and weekends).

GE

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Director of Financial Analysis

London - £100,000 + Benefits

An exceptional opportunity to join this £6 billion turnover International Distribution Group and contribute to the improved performance of the Group by providing the Board and senior management with high quality financial reviews of the Group's activities.

The Position

- Reports to Group Finance Director and responsible for a small team of Financial Analysts.
- Build effective working relationships with financial and operating staff in the business streams.
- Direct involvement with ongoing operating activities, strategic plans, capital expenditure plans, acquisitions, disposals and joint ventures and new business initiatives.
- Excellent entry point to make an immediate impact and to progress quickly either of the corporate centre or within the business streams.

Qualifications

- Aged 35-42. Qualified accountant with a minimum of ten years financial management experience of which at least three must have been in a highly regarded international company.
- Well equipped to apply rigorous analysis to complex business situations whilst maintaining commercial overview.
- Capable of working effectively in a fast moving corporate situation. Extensive international travel.
- First class communication skills and ability to develop and motivate people.

Candidates should send details of career to date and current remuneration, quoting ref 881 to Carol Coyle, Director of Research, Ian Jones & Partners, 5 Aldford Street, London W1V 5PS.



Inchcape

Chief Accountant Japanese Bank

City - c. £50,000 plus bonus and car

Our client is a progressive and highly respected Japanese bank at the forefront of international commercial banking, with a strong and established branch presence in the City employing 104 people. It is part of one of the world's largest financial institutions, in terms of assets, and boasts an impressive blue chip client base. The bank is now poised to further expand its activities in structured and project finance, as well as treasury and trading activities.

- Reporting to the head of Accounting and Operations, the Chief Accountant will manage a finance team of two staff with overall responsibility for the financial and management accounting for the branch, including all statutory reporting to the Bank of England and the SFA, as well as all taxation matters relating to the branch. In addition, there is a requirement to develop additional management information, with particular emphasis on new product areas, to ensure that these are properly controlled.
- You must be a qualified accountant aged 28 to 38, with at least 5 years' post qualification experience in a banking or financial services

environment, and possess a comprehensive understanding of the accounting systems and procedures relating to swaps and derivative products. You will have a practical "hands on" approach, together with well developed relationship management skills and ideally an awareness of the culture within a Japanese organisation. This role would also suit appropriately qualified accountants looking for their first move out of public practice and represents an excellent career opportunity for the successful candidate.

Please send your curriculum vitae with current salary details and an explanation of how you meet these requirements to Carrie Andrews or Tim Hastings, Ernst & Young Management Consulting, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 3NH, quoting reference CA153.

ERNST & YOUNG

The United Kingdom firm of Ernst & Young is a member of Ernst & Young International

European finance professionals

£40 - 55k package

Our client is one of the world's largest integrated oil and petrochemicals businesses.

As part of a process of business improvement and the development of a shared services organisation, the European operation seeks several high calibre, European Finance Professionals - working as individual contributors or in managerial roles - for positions at its London-based, shared-services centre and at other European locations.

Main responsibilities will include:-

- Change management, including playing a key role in the current implementation of shared service organisation.
- Analysing business information and influencing commercial decisions.
- Managing and developing project and/or functional teams.

Various European locations

Financial controls and systems implementation of specific local packages and global integrated systems (eg SAP).

To succeed in these high profile roles, you must possess a minimum of 8 years' finance experience, some of which should have been gained in an industrial and/or multicultural environment. You should also have the interpersonal skills and intellectual capacity to make a real contribution to the future strategy of the business. International mobility is vital, hence additional languages would be a distinct advantage.

Financial rewards and career prospects are excellent.

Please apply directly to Helen Mobbs at: Robert Half International, Walter House, 418 The Strand, London WC2R 0PT

Tel: 0171 836 3545, Fax: 0171 836 4942. E-mail: london@rhalf-at.co.uk

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London

Excellent Salary + Benefits Package

Elf Exploration UK PLC is a subsidiary of Elf Aquitaine, which ranks among the world's top ten petroleum and chemical companies.

The taxation department plays a key role in the business operations of the company, in which an opportunity has arisen for an individual to join the team.

Principal responsibilities will include:

- Preparation, submission and negotiation of CT computations and PRT returns and claims.
- Liaison and co-operation with other licensee joint venture companies.
- Assistance in tax planning, including raising and assisting the four asset groups of the company.

- Participation in tax accounting and the reporting functions.

Interested candidates should be qualified Chartered Accountants with at least three years post qualified corporate tax experience. Previous oil and gas experience would be an advantage but not essential.

This is an excellent opportunity for a team player who is quick to learn and keen to fulfil a role that will provide a variety of both tax and commercial experiences.

If you are interested in this position, please contact Mark Pryor on 0171 269 2248, or send your curriculum vitae to him at Michael Page Taxation, Page House, 39/41 Parker Street, London WC2B 5LN. Alternatively, fax on 0171 831 6662.

Michael Page Taxation

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ARE YOU GOING PLACES?

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Headquartered in London, HSBC Holdings plc is one of the largest banking and financial services organisations in the world, with more than 5,500 offices in 79 countries and territories. We are the parent company of the HSBC Group, which has major treasury, investment banking and insurance interests worldwide.

Following our recent major expansion to South America, we are seeking a number of additional high-calibre professionals for our specialist team in London which is responsible for the worldwide audit of the Group's treasury, investment banking and insurance activities. The team's responsibilities include the review of risk management, operations, performance reporting, information technology and regulatory compliance.

You are likely to possess a strong academic record and be a qualified accountant, with at least 2 to 4 years' experience in financial services with a "Big Six" accounting firm or investment bank.

Strong product and business knowledge in one or more of the specialist areas covered is desirable, as are excellent communication and presentation skills. A willingness to take a hands-on approach in operational reviews is essential; fluency in foreign languages, particularly Portuguese or Spanish, is also desirable. Above all, you must be highly motivated and committed to a career within financial services.

These challenging roles offer unparalleled exposure to the HSBC Group's global financial services activities

and to its senior management, with the attendant scope to develop your business skills and knowledge. The positions will involve up to 40% overseas travel to the world's major financial centres. Positions up to management level are available, with seniority based upon experience and skills. Salary, benefits and career development opportunities within the Group are excellent.

To apply, please send your CV, together with details of your current remuneration and a daytime telephone number, to Kevin Golder, HR Operations Manager, HSBC Holdings plc, 10 Lower Thames Street, London EC3R 6AE. Telephone 0171 260 9014.

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HSBC Holdings plc
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Senior Auditor

Lafarge is the world leader in construction materials. Operations in 35 countries, \$5 billion French turnover. In sales, 35,000 employees. The Group holds leading positions in each of its business lines: cement, aggregates and ready-mix concrete, systems and special products.

Lafarge seeks to develop its Internal Audit Department by reinforcing its team of auditors for the Group at large.

You will supervise operational audits on the management processes of the Group's business units (sales, production, finance and control, human resources, organization, investments) in France and abroad.

Your strong international background and professional knowledge of three languages will contribute to your

development within the Group. Please send your CV and a handwritten letter of motivation under the ref. MLC09/FT1 to Lafarge Recruitment, 61 rue des Belles Feuilles, 75782 Paris Cedex 16, France.

LAFARGE
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Group Management Accountant

c. £45,000+car+benefits etc.

North West

An excellent opportunity to join a dynamic, fast growing organization operating from a position of considerable financial and manufacturing strength.

Our client is a large private group with a wide and diversified portfolio of marketing and manufacturing activities and is an undoubted brand leader in several markets with a wide spread of high profile household name products and an enviable reputation for its growth record, profitability and innovative approach to business development.

Candidates should be computer literate accountants with a proven record in a MNC manufacturing organization. They should have excellent communication and leadership skills plus the capability of developing tight fiscal control systems in a

complex sophisticated marketing and manufacturing group, with a total commitment to success. There is flexibility in the salary package for an outstanding candidate together with bonus potential, pension, car, free health, pension and life insurance schemes. Relocation assistance where necessary. Please send full personal, career and salary details in confidence to Ref: AKT199 Austin Knight U.K. Ltd, Ship Canal House, 98 King Street, Manchester M2 4WD

Ref: AKT199
Austin Knight

هكذا من النجمل

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Where would you really like to work? Silly question really because as a Financial Services specialist you would have to work in London. Or would you?

With Price Waterhouse, this is far from the case as many of our clients, whilst maintaining an important presence in 'the City', maintain significant parts of their financial management team in often attractive regional locations.

The Financial Services sector is one of the most innovative and dynamic of all and presents us with a wide range of professional challenges. These range from unravelling the financial technicalities of new products and advising on complex regulatory issues through to supporting a wide range of corporate transactions such as mergers, acquisitions or disposals.

Our audit clients include some of the largest and best known organisations in the international financial community including life and general insurers and brokers, two of the UK Clearing banks, a number of major international investment banks, and major building societies. We are also strategically committed to

further developing this portfolio to become the adviser of choice to the world's major financial service providers.

A qualified Chartered Accountant, with up to seven years' POF, you are likely to have prior experience of working with clients in this sector or might possibly be wishing to develop in this direction. Whichever of these is the case, you will be an experienced manager, a strong communicator and ready to work with clients at the highest level whilst developing new areas of professional expertise. A range of locations is available but with particular opportunities in Bristol, Manchester and Edinburgh. If, on reflection, you see your future in London we would still like to talk to you.

PW offers an attractive remuneration package which would include participation in our Flexible Benefits scheme which allows you to express a preference for those benefits which suit you. Relocation assistance may be available if appropriate.

Interested candidates should send a comprehensive CV to: Charles Macleod, Price Waterhouse, 32 London Bridge Street, London SE1 9SY.

Price Waterhouse

Price Waterhouse is authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business.

US INVESTMENT BANK - ASIA PACIFIC REGION MANAGING DIRECTOR - INTERNAL AUDIT

Excellent US\$ package + relocation + expat benefits HONG KONG
This is an outstanding opportunity for an ambitious individual to head the Asia Pacific audit operation of one of the world's most prestigious banks. Our client is a US investment bank with a long established presence in most key markets in Asia. It has an excellent network of offices in the region and a strong infrastructure in terms of individual product lines and businesses.

The Position

- Report to the Global Head of Audit based in New York.
- Investigate, manage and direct a comprehensive program of audit coverage across the Asia Pacific region.
- Lead and develop teams auditing business areas including structured finance, credit, private equity, risk management products and services, trading (FX and arbitrage), asset management and Private Banking.
- Manage all aspects of risk assessment, working closely with line management, external auditors and regulators.
- Contribute to the firm's world-wide audit policy and practices.

The Requirements

- Qualified ACA or CPA.
- Impeccable track record of management within an audit environment in a respected banking, financial services institution or "Top 6" Public Practice firm.
- Dynamic leadership skills combined with highly developed control orientation and total commercial awareness.
- Knowledge of the listed business areas including experience of auditing debt and equity derivative trading areas.
- Emphasis on attention to detail, controls and risk.
- Adaptable and able to work productively within a business embracing significant change.

Please send your CV with current salary details to: David Burton, K/F Selection, 252 Regent Street, London W1R 6HL, quoting ref: 6740/04.

Alternatively send by fax on 0171-312 3380 or by e-mail to kfs-london@kfsnet.com. Internet Home Page: <http://www.kfselection.com>

K/F SELECTION

A DIVISION OF KORN/FERRY INTERNATIONAL

Financial Controller

Competitive Salary Package North West
Pivotal role for first-rate finance professional with global group.

THE COMPANY

- £225m turnover distribution subsidiary of market-leading international manufacturing group.
- Strong customer focus in challenging, competitive market sector.
- Committed to people development. Considerable scope for talented individuals to influence and progress.

THE POSITION

- High visibility role. Build professional finance function to meet evolving business needs and group requirements.
- Forge excellent relationships internally at senior level and externally with customers and advisors.

- Manage, coach and motivate team. Develop commercial and financial awareness across business.

QUALIFICATIONS

- Highest calibre Chartered Accountant, with background in dynamic organisation.
- Wide-ranging business exposure, commercially astute and technically strong. Experience of managing change and leading/developing significant teams.
- Mature, confident, resilient. Exceptional communication and influencing skills. Keen to develop career on international scale. Determined to succeed.

Please send full cv, stating salary, ref B170704/R, to NBS, Berwick House, 35 Livery Street, Birmingham B3 2PB

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LA SOCIÉTÉ : Notre client est un groupe international basé en Angleterre qui fabrique et distribue des produits mécaniques de grande précision. Sa division automobile en France, fournisseur de nombreux constructeurs mondiaux, est fortement rentable et prévoit une croissance rapide dans les années à venir, appuyée par des investissements importants. Elle souhaite recruter un :

Controller

France nord 380/430 KF +

LE POSTE : Rattaché au Directeur Général et à la tête d'une petite équipe, vous prendrez en charge toutes les informations de gestion, notamment le reporting, le contrôle de gestion industriel, les budgets, les plans et les études d'investissement. Vous serez fortement impliqué dans la préparation des comptes statutaires et dans les relations avec les investisseurs. Vous aurez de nombreux contacts avec les autres directeurs de la division concernant le développement des activités en France ainsi que le contrôle des coûts industriels et des projets d'investissement.

LE CANDIDAT : De formation école de commerce ou universitaire, idéalement diplômé en comptabilité/DECS ou équivalent, vous bénéficiez d'environ 7 à 10 ans d'expérience en expertise financière d'un groupe international et industriel. Vous avez d'excellentes notions de la fonction finance d'un groupe international et industriel. Vous avez d'excellentes connaissances du reporting, du contrôle de gestion industriel, des méthodes anglo-saxonnes et de l'informatique. Vous parlez couramment l'anglais et le français et disposez fortement d'une expérience professionnelle en France. Enfin, vous êtes capable d'aborder des sujets stratégiques et opérationnels au niveau d'un comité de direction.

Merci d'adresser un dossier de candidature complet à notre conseil, Matthieu BEAURAIN, en mentionnant la référence 3901/MBPT, à ROBERT HALF FRANCE ET COMPTABILITÉ, 39 avenue Pierre 1er de Serbie, 75008 PARIS, ou par fax ou 01 47 23 38 00 ou par e-mail (Format MMS ou Biotex) robert@half-france.com. Consultez notre serveur internet <http://www.roberthalf.com>.

Norman Parsons

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FINANCIAL CONTROLLER

Circa £35,000 plus benefits

Keyline Brands Ltd, based in West London, is a £60m developing young company operating in the toiletries field as a manufacturer and distributor. Growth has come from acquisition of brands from overseas principals.

The company wishes to appoint a qualified accountant to manage all aspects of its financial affairs. Responsibilities will include cost accounting, management accounting, financial strategy and Company Secretarial duties.

The position, reporting to the Managing Director, offers the opportunity of close involvement in planning the further development of the company in a fast moving field.

Candidates should have a good record of experience and achievement in industry. Excellent systems and IT skills and the ability to work in a small management team are essential. Please write, enclosing a detailed CV, to Gill Greenwood, Human Resources Consultant, at:

Keyline Brands Ltd
3½ Armstrong Way
Great Western Industrial Park, Southall



CHIEF FINANCIAL OFFICER

The AES Corporation - one of the world's leading global power companies - is in the final stages of acquiring a large integrated electric utility in Eastern Kazakhstan. In order to restructure the utility into a more competitive and business-orientated organisation better able to meet the many challenges ahead we are looking to appoint an experienced, versatile and committed person to the position of Chief Financial Officer. This position will be based at the utility's offices in Ust-Kamenogorsk, Kazakhstan.

The successful candidate will be an integral part of a management team that aims to reduce waste and improve both operation and payment collection efficiency. This person will be responsible for producing the full range of monthly and annual reports in compliance with both the laws of Kazakhstan and US GAAP standards, as well as raising short term financing from local banks and securing longer term international financing for the major capital investments planned. The utility's current debt restructuring effort will be expected to continue under your guidance.

This person should be educated to degree standard and be in possession of a recognised professional accounting qualification, e.g. ACA, ACMA, CPA, etc. At least five years of accounting or financial experience is required; experience within the energy sector is desirable, but not necessary.

Fluent English, and a working knowledge of Russian, are desirable for this position.

AES is a decentralised company bound together by the principles of integrity, fairness, fun and social responsibility by which we try to conduct our business. This is an outstanding opportunity to join a very successful and dynamic group of people that is helping countries all over the world produce clean, reliable and economical electric power. The position offers an attractive remuneration and relocation package.

Please reply, with your CV and salary details, to:

Mr Stelios Vassileou, Group Accountant
The AES Corporation, Burleigh House
17-19 Worpole Way, Richmond, Surrey TW10 6AG ENGLAND

PANNELL
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Partnership Opportunities

Leeds/Manchester £ Excellent Package

Pannell Kerr Forster has a reputation for being one of the world's leading accountancy and advisory firms, with a network of almost 100 offices worldwide.

Following the recent merger of Pannell Kerr Forster with the London offices of the former partner's firm, there are opportunities for experienced accountants to join the firm in the following areas:

1. **Leeds** - The firm is looking for a senior accountant to join the team. The successful candidate will be responsible for the day-to-day running of the firm's accounts and will be expected to develop the business in the region.

2. **Manchester** - The firm is looking for a senior accountant to join the team. The successful candidate will be responsible for the day-to-day running of the firm's accounts and will be expected to develop the business in the region.

As a result, the successful candidate will be a qualified accountant with a minimum of five years' experience in the above fields and will be personally determined and able to develop the business in the region. Ideally, the firm is looking for someone who is prepared to relocate to the region to develop the business in the region.

This position represents a unique opportunity for a senior accountant and those more experienced, senior candidates who aspire to partnership with Pannell Kerr Forster. The firm is interested in people who have the skills and experience covered above and who are prepared to work in this friendly, successful and successful environment, including partners in other firms.

For more information on these opportunities, please telephone our retained consultant Patrick Garsenby ACA on 0113 246 9155. Alternatively, send a full curriculum vitae to him at Michael Page Finance, Leigh House, 28-32 St. Pauls Street, Leeds LS1 2PL or fax 0113 243 3177. Please quote reference 362944/FT.

This assignment is being dealt with exclusively by Michael Page Finance.



Michael Page Finance

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Group Finance Director

Branded Consumer Products

c.£60,000 + Bonus + Executive Benefits West Midlands

Challenging role in well-regarded household name at time of exciting growth. Exceptional opportunities for personal and corporate development.

THE COMPANY

- Established, market-led manufacturer. Strong brand, powerful heritage. Impressive customer base.
- Ambitious, profitable, private company. £21m turnover. Serves UK and export markets, US subsidiary.
- Impressive Board and senior management team. Driving growth through innovation and product development.

THE POSITION

- Key Board position to deliver high quality, business focused, financial and management information.
- Pivotal role in acquisition due diligence and evaluation of all strategic business issues.

- Advise on financial impact of decisions. Drive budgets and forecasts and rigorous cash management.

QUALIFICATIONS

- ACA, top-level financial control experience in dynamic manufacturing environment. Exposure to working with non-executive directors.
- Able to contribute across all functional areas. Strong on budgeting, forecasting, analysis and commentary. Ideally, acquisitions experience.
- Strategic thinker with exceptional drive, tenacity and communication skills. Sensitive, credibility and confidence to challenge the status quo.

Please send full cv, stating salary, ref B170112/R, to NBS, Berwick House, 35 Livery Street, Birmingham B3 2PB

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Group Finance Director

Welsh Rugby Union

£50,000 - £55,000 + CAR AND BENEFITS

Welsh Rugby is going through a period of unprecedented development, including the incorporation of the Welsh Rugby Union. In addition to managing the process of change in the era of the open game, the WRU is hosting the 1999 Rugby World Cup and building a new 73500 seater stadium and rugby complex which will be one of the finest sporting and leisure arenas in the world.

The Role

- Responsibility for all financial management of the WRU, in all of its activities.
- A key executive of the WRU, recommending and advising on strategic and commercial opportunities.
- Management and development of all accounting functions to meet the needs of the business.
- Optimising the benefits of systems and processes in a rapidly changing situation.
- Leading a dedicated professional team.

The Candidate

- Enthusiastic, creative and pro-active qualified accountant, ideally with Company Secretarial experience.
- Experienced at senior financial management level in a complex and fast moving commercial environment.
- Background in the implementation and enhancement of financial systems.
- Self starter with energy and commitment.
- Proven team leader with the personality to be influential and effective at all levels inside and outside the WRU.

The benefits package will include expenses to cover relocation to the Cardiff area. Please write, in confidence, with full career and salary details to Rod Shaw at MSL International, 7 St Andrews Place, Cardiff CF1 3BE quoting ref 64057.

Alternatively, apply online via The Monster Board <http://www.monster.co.uk>



CARDIFF OFFICE

TEL: 01222 345 534

11 OFFICES NATIONWIDE



THE BOOTS COMPANY

Senior Treasury Accountant

NOTTINGHAM C. £35,000 + BENEFITS + CAR + RELOCATION ALLOWANCE

The Boots Company is amongst the 30 largest companies in the UK. As well as Boots The Chemists it includes other retail, manufacturing operations, an international OTC medicine business and a large property portfolio.

The Group Treasury Department has demonstrated innovation and creativity in managing funding, interest rate risk, (over £1bn of long term interest rate derivatives) and the capital structure of the Group, (share buybacks undertaken and special dividends of £1.2bn over the last 3 years).

The current Senior Treasury Accountant has been promoted to one of the operating businesses and a replacement is now sought.

Reporting to the Head of Corporate Finance, the jobholder will be responsible for handling the financial and management accounting of the entire Treasury function and for the accounting treatment of all Treasury transactions.

The job provides the opportunity to make a significant contribution to a range of projects in the department, and will include contact with other parts of the group.

You are likely to be a Chartered Accountant, probably 2 or 3 years post qualified, with strong academic credentials and technical skills. Imagination, a willingness to think differently and an interest in financial markets are important, but no specific experience of treasury operations is expected.

The opportunities for career development within the rest of Boots are excellent.

Please contact Rod Shaw on 0171 872 1500 (Evenings/Weekends 01636 816402) for an initial discussion and an information pack, or write to him at MSL International, 33 Aybrook Street, London W1M 3JL. Fax 0171 465 8961. Alternatively, you may contact John Raffe, Head of Corporate Finance, The Boots Company on 0115 968 7136.

LONDON

TEL: 0171 872 1500

11 OFFICES NATIONWIDE

US REPORTING GAAP/SEC SPECIALIST

NASDAQ LISTED LEADING EDGE HI-TECH

South Bucks

c. £38,000 + Car

This leading worldwide supplier of end-to-end switched networking solutions, has global sales approaching \$500 Million. In a market which demands seamless communications for voice, data and video, the company has maintained significant investment in research and development to deliver consistently leading edge products worldwide. Part of the organisation's strength lies in their unrivalled reputation for customer care and support. Growth potential is very exciting for the foreseeable future.

They have now centred their operations in this pleasant part of Bucks, and wish to appoint an External Reporting Manager in the Corporate Finance area, who will prepare, compile and consolidate accurate and timely financial information across the whole company, for management, investors and statutory bodies. Responsibility will be taken for determining tactical accounting policies and procedures, anticipating the taxation and accounting implications of current transactions, objectives and strategies and co-ordinating staff in Europe, the Americas and Asia. Supervising a small local team, the successful candidate will provide the main input to a restructured international financial reporting policy, to comply fully in timetable and content, with NASDAQ requirements.

You are likely to be a graduate ACA/CPA, from a "Big 5" firm, with some 3 years experience of US SEC reporting, in a multi-currency environment. Exposure

to stock option planning and tax provisions, would also be useful. Even in this technical role, commercial acumen and superb presentation and interpersonal skills are indispensable. Please quote reference A372/WT in your reply.

An opportunity for a newly qualified ACA also exists in Corporate Finance and Reporting. Please telephone for more details.

Interested candidates should contact Neal Utting or Jeremy Downes at Harrison Willis, 15 Station Road, Reading, Berkshire RG1 1LG. Tel: 01189 391003. Fax: 01189 393331. E-mail: hwg@harrisonwillis.com

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CROFTON + GLOUCESTER + LONDON
MANCHESTER + NEWCASTLE + NOTTINGHAM
READING + ST ALBANS
HW Group Company

EUROPEAN FINANCE DIRECTOR

International High Technology

Our client is a multinational, blue chip corporation with an outstanding record of innovation and profits growth in the high technology sector. The European region continues to expand at a rapid rate and a highly commercial finance professional is now sought to play an important role in shaping the future of the business.

Prime responsibility will be to manage the European Finance Group in the provision of financial expertise and business support, and in particular to:

- Maintain high integrity and robust pan-European control and information systems
- Drive business planning and evolve organisational strategies to meet corporate goals
- Provide quality recruitment, training and succession planning for European Finance
- Contribute both commercially and strategically to the long term, profitable growth of the business

Candidates will be graduate qualified accountants with at least 7 years' senior financial management experience gained in a fast moving, multinational environment. Strong personal presence, outstanding communication skills and incisive leadership ability are prerequisites. Fluency in English is essential and any further European languages would be a distinct advantage.

Interested candidates should write with full CV, quoting current rewards package to Mark Huxley, Hoggett Bowers, 7-9 Bream's Buildings, Chancery Lane, London EC4A 3DY. Tel: 0171 430 9000, Fax: 0171 405 5995, quoting ref: HMH/13313/FT.

EXECUTIVE SEARCH & SELECTION



INTERNATIONAL OPPORTUNITIES IN FINANCE

Harrison Willis International recruits specifically for financial positions outside the UK in the areas of commerce, banking, public practice and international audit. Handling recruitment at all levels, we deal with appointments throughout the world. The following adverts offer examples of some of the positions we are currently dealing with.

If you are interested in any of these vacancies, or simply wish to discuss international opportunities in general, please contact Andrew Milton on the numbers below, quoting the relevant reference number.

BRUSSELS

BUSINESS RE-ENGINEERING MANAGER To Free Package
This is an exceptional opportunity to join a leading FTSE 100 FMCG company in a high profile role. The successful candidate will be a proactive individual demonstrating a track record of achievement gained within a Top 6 practice. The role will entail travelling throughout the Americas; exposure to SAP or US GAAP would be a distinct advantage, as would Spanish. Ref: H5078635.

SENIOR FINANCIAL ANALYST To Free Package
This is an exceptional opportunity to join one of the world's largest and most dynamic organisations. Working closely with business leaders throughout Europe you will be responsible for the detailed interpretation of results and forecasts throughout the region. Successful applicants will be TOP 6 trained, academically excellent and be fluent in at least one European language. Ref: H5078635.

USA
DIRECTOR OF AUDIT To Free Package
This is an exceptional opportunity to join a leading FTSE 100 FMCG company in a high profile role. The successful candidate will be a proactive individual demonstrating a track record of achievement gained within a Top 6 practice. The role will entail travelling throughout the Americas; exposure to SAP or US GAAP would be a distinct advantage, as would Spanish. Ref: H5078635.

EASTERN EUROPE
Audit Managers and Seniors for Prague, Budapest, Moscow and St Petersburg for TOP 6 practices. Experience of working in the US, Germany, France or Netherlands would be an advantage. The ability to cope with the challenges arising in an emerging market are essential. Ref: H5078635.

CAYMAN ISLANDS

OFFSHORE BANKING To Free Package
High level activity in the Cayman Islands, due primarily to the strength of the latter American market, has created a significant demand for Spanish speaking accountants with leading or insurance experience. We are currently handling a number of vacancies for accountants, fund accountants, fund managers and accountants with over a year's experience in their respective fields. Ref: H5078635.

FRANKFURT/PARIS

CORPORATE FINANCE To Free Package
Certain speaking ACAs or MBAs are required for this leading European Investment Bank to assist on M&A acquisitions and securities for unproductive and expanding client portfolios. You must have an outstanding academic and professional background to date. Positions are available at executive, manager and director level. Fluency in French or German is essential. Ref: H5078635.

Please contact Andrew Milton on +44 171 344 3182, (works: +44 171 324 5333) (home: +44 171 344 0361), E-mail: andrew.milton@hwi.com or write quoting reference number to: Harrison Willis International, Cardinal House, 39/40 Albemarle Street, London W1X 4ND. Fax: +44 171 344 0361. E-mail: andrew.milton@hwi.com

HW Group Company

FINANCIAL ANALYST

OUTSTANDING OPPORTUNITY TO JOIN CORPORATE FINANCE TEAM

LONDON

c. £50,000 + BENEFITS

- Billiton plc is a leading international mining and metals group. Its shares were listed in London in July of this year, with a market capitalisation in excess of £5 billion.
- Following a successful flotation, Billiton's ambitious plans for growth have created the need for a financial analyst to join the corporate finance team who will gain early exposure to global business transactions and projects.
- As a key member of this dynamic team tasks will include financial, strategic analysis and valuations supporting the team's work on business deals.

- Mid to late 20s with first class academic background and prior investment or acquisition experience gained in a blue chip investment bank or multinational company.
- This role demands a highly commercial approach, well-honed analytical and financial modelling skills and an international outlook.
- Candidates should have the intellect and pace to be effective in a dynamic environment. Whilst familiarity with natural resources is an advantage, the ability to operate within a highly entrepreneurial culture outweighs industry-related experience.

Please apply in writing quoting reference 1487 with full career and salary details to: Fiona Makowski, Whitehead Selection, 11 Hill Street, London W1X 8BB. Tel: 0171 290 2043. http://www.whitehead.co.uk/whitehead

A Division of Whitehead Mann Ltd. A Whitehead Mann Group PLC company

TAX DIRECTOR

BUILD TAX FUNCTION FOR INTERNATIONAL COMPANY

LONDON

COMPETITIVE PACKAGE

- Merial is the world's largest animal health company, newly formed through the merger of the animal health and poultry genetics businesses of Merck and Rhoeo Poulenc with a turnover of \$1.9 billion, operating in 150 countries and employing over 6,000 employees worldwide.
- Member of small Headquarters team, reporting to the CFO; responsible for creating the tax department and managing the company's tax affairs.
- Given the complex corporate structure and need to understand shareholders' tax situation, a key challenge is to minimise taxes through development of appropriate tax planning strategies.

- Experienced tax professional with broad based international tax experience. Currently a senior tax manager/partner with a leading professional firm or working in tax within a major multi divisional group with international interests.
- A graduate, probably ACA/ATII qualified. Will have excellent technical skills, high intellect and be an innovative thinker, able to contribute to the development of the business.
- Weight and stature to establish credibility quickly in a global business, a team player with disciplined approach and operating to the highest standards.



Please apply in writing quoting reference 2992 with full career and salary details to: Keith McCambridge, Whitehead Selection, 11 Hill Street, London W1X 8BB. Tel: 0171 290 2043. http://www.whitehead.co.uk/whitehead



A Division of Whitehead Mann Ltd. A Whitehead Mann Group PLC company



European Corporate Auditor

Up to 50% travel

This position will report directly to Sunrise Medical Inc in the US, and forms part of the worldwide corporate audit team. The position will be based in the UK and ideally you will be in commuting distance of the UK factory at Stourbridge, however a limited amount of time will be spent at this site.

Reporting to the Corporate Audit Director, the tasks and responsibilities will include:

- Financial and operational reviews including financial analysis.
- Evaluation of internal controls and special projects.
- Acting as the senior member of the European audit team.

The qualifications for this fast tracking, performance orientated finance professional, seeking accelerated career advancement are as follows:

- A university degree and professional qualification, ideally ACA or ACCA.

- In addition to several years experience within a top 10 practice, you will have gained commercial exposure within industry either in a line, group or internal audit role. Alternatively, you will be a high calibre individual seeking a first move from practice to industry.
- Some experience within manufacturing environments gained either in practice or commerce.
- PC literate with strong communication, written and interpersonal skills.
- Some knowledge of a second language would be a distinct advantage.

Flexibility exists within the role to create opportunities to work from a home base.

Interested applicants should send a curriculum vitae and covering letter, quoting reference number 366576 and stating current salary, to Stephen Wilson at Michael Page Finance, The Citadel, 190 Corporation Street, Birmingham B4 6QD.



Michael Page Finance

Specialists in Financial Recruitment
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Finance Director

Midlands

c £45,000 + Car + Bonus

Our client is a significant division of a major UK based PLC. The business operates on-site management, maintenance, training, logistics and support services for major customers under long term contracts.

The growth of the business has now created an opening for a new Director of Finance to join the senior management team. The role is highly commercial in nature and requires an innovative professional capable of making a significant contribution to the future of the business, both operationally and financially.

Candidates will be qualified accountants with a good understanding of government

contracting, as well as significant commercial experience, preferably gained within an outsourcing or facilities management environment.

Important personal attributes are a confident and credible approach to both internal and external customers, self-motivation, energy and an ability to challenge the norm and innovate within a professional and disciplined environment.

Interested candidates should apply in writing to Ian Leech ACMA at Michael Page Finance, Imperial Building, 20 Victoria Street, Nottingham NG1 2EX. Please quote ref 346279.



Michael Page Finance

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مركز التوظيف

Head of Finance

An outstanding opportunity to develop and direct finance and risk management in a leading global bank

City

Our client is a leading international bank with an enviable reputation for providing a complete range of banking services to major corporates, sovereign and quasi-sovereign entities on a global basis. The bank is a market leader in a variety of specialised banking products including syndications, project finance, structured trade finance, aerospace finance and capital markets. It has an extensive global network including branches and representative offices throughout Europe. Due to the importance of its London business and the bank's commitment to continued development and growth, it now seeks to appoint a Head of Finance responsible for financial and regulatory reporting and risk management.

This is a new position created to bring together the accounting regulatory and risk areas for the first time, enabling more strategic control to be exercised over the business in London. The Head of Finance will be expected to lead and direct the new combined function evolving it into a department which analyses and gives advice to management, thereby playing a significant commercial and management role.

The position offers a real challenge to the right individual giving broad scope to use initiative and technical expertise. Candidates are likely to be graduate qualified accountants (ACA preferred) with a minimum of 10 years post qualification experience in a commercial or investment bank or securities house. The successful candidate will be a first class communicator with strong management and leadership skills as well as confidence, drive and determination.

He or she will also have extensive exposure to treasury accounting techniques and a good understanding of the interaction of the risk management process with the balance sheet. As this is a new role, proven start up/project skills are important as is an ability to facilitate change.

Interested candidates should send a full CV in strictest confidence to Sarah Hunt at Michael Page City, 39-41 Parker Street, London WC2B 5LN or fax her on 0171 405 9649.



Michael Page City

International Recruitment Consultants

London New York Paris Amsterdam Frankfurt Milan Madrid Hong Kong Singapore Sydney



Group Finance Director Designate "International plc"

- Midlands
- c£75,000 + benefits

Our client is a well established, Midlands based plc in the manufacturing sector. Due to the imminent retirement of the current Group Finance Director, the group wishes to appoint a high calibre, commercially orientated professional to take on the role of Group Finance Director Designate.

Working closely with the Board, the successful candidate's ultimate responsibility will be to ensure that the financial management of the group maximises operational control and profit performance.

The role carries a significant responsibility to contribute to the thrust and direction of the group's strategy.

Additional tasks will include managing relationships with professional advisers and

bankers, and will involve interface with the City and financial institutions.

This is an outstanding opportunity for a Financial Controller or Divisional Finance Director looking for their first plc financial directorship or a Group Finance Director of a smaller plc.

Applicants must be qualified accountants with a career track record, which preferably has an international dimension and clearly demonstrates ambition and achievement. Financial and business skills should be accompanied by strong communication skills. Furthermore, the chosen candidate will be "hands on", and have a robust character.

Applicants should write, enclosing full career and salary details, quoting reference B65897 to Alison Hume, KPMG Selection and Search, 2 Cornhill Street, Birmingham B3 2DL.

KPMG Selection & Search

FINANCE OPPORTUNITIES

Excellent tax free compensation and expatriate benefits

Based in SAUDI ARABIA

Our client is one of the best capitalised and most secure banks in the Middle East region. It is at a point of major development. Currently in an expansionary phase, the bank requires highly motivated and talented professionals to maintain its market-leading position. The bank is offering you the opportunity to make a difference, to take on a real challenge and be well rewarded. Both the position mentioned below demand innovative professionals who are motivated by a strong work ethic. Educated to university level or equivalent, you will be the type of individual who makes a genuine difference to any organisation, and who can share expertise by acting as a coach and mentor to colleagues.

SENIOR MANAGER - PROFITABILITY ACCOUNTING

The Position

- Interface with a variety of product areas, market groupings and relationship managers and evaluate the appropriate business information requirements.
- Define, implement and manage improved profitability measurement systems.
- Initiate in-depth financial analysis and lead efficiency studies to identify profit enhancement and cost reduction opportunities.
- Manage the bank's financial planning and reporting process and provide decision support assistance to the operating units.

The Requirements

- Accomplished business-facing finance professional, of graduate calibre, with at least five years' experience in investment banking. Exposure to the Saudi banking environment would be advantageous.
- A well developed customer focus with the insight and initiative to continually improve business performance.
- A keen eye for detail to ensure timeliness, accuracy and usability of controls, processes and services.
- Superior presentation skills, maturity, confidence with an ability to influence the decision making process.

Ref: 903804/04

FINANCE OFFICER - INTERNATIONAL DIVISION

The Position

- Establish, coordinate and administer the financial planning process for the division's financial operations.
- Oversee the management reporting process, providing a critique of divisional performance relative to the operating plans and budgets.
- Improve existing internal control systems and procedures, introducing improvements where necessary.
- Develop, maintain and enhance the accounting, management, regulatory reporting and risk management systems for international investment and trading portfolios.

The Requirements

- Graduate calibre, qualified accountant with a minimum of five years' experience of financial control, planning and budgeting gained within investment banking.
- In-depth understanding of securities and currency accounting, loan syndication and treasury.
- Strong analytical skills demonstrated in written analysis of business and financial data, harnessed to a sound background in financial planning.
- Possess first-class presentation and communication skills with the credibility and confidence to influence the decision making process.

Ref: 903804/04

Please send your CV with current salary details to David Burton, K/F Selection, 252 Regent Street, London W1R 6HL, quoting the appropriate reference.

by 25 September 1997. Alternatively send by fax on 0171-312 3380 or by e-mail to kfs-london@compuserve.com. Internet Home Page: <http://www.kfselection.com>

K/F SELECTION

A DIVISION OF KORN/FERRY INTERNATIONAL

The World Bank, the leading multilateral organisation in global economic development has several positions available for well qualified and experienced

Financial Management Specialists

to be appointed in Washington, D.C., USA as well as in a number of the larger developing countries throughout the world. The World Bank is working with its borrowers to develop improved financial accounting, reporting, internal control and auditing arrangements for funds made available under its loan, credit and trust fund arrangements. Applicants should be:

- qualified professional accountants and/or have at least a relevant master's degree
- familiar with International Accounting Standards and International Standards on Auditing, standard setting arrangements, professional accounting body issues and regulatory frameworks
- minimum 7 years experience in accounting and reporting for governments, their agencies, public and private sector enterprises, national auditing requirements or large audit firm public practice
- experienced in carrying out accounting and auditing diagnostic work and making and defending clear recommendations to senior government officials
- preferably skilled and experienced in developing countries in educating, working with and helping others to learn and put in place good financial management practices, in differing cultural contexts

- confident, highly motivated, able to work under pressure, a good team player and computer literate
- preferably have language skills in French, Spanish, Portuguese, Arabic, Chinese or Russian in addition to English
- open to being stationed in and/or frequently travelling to any of the Bank's borrower countries

Additionally, the Bank wishes to appoint a person who has all the above skills and competencies as:

Financial Management Training Coordinator

to be responsible to the Director of the Loan Department for the design, development and implementation of a broad range of secondment and Bankwide financial management staff skills training programmes including CD ROM based self-paced learning approaches for borrowers' staff. Staff mentoring will be an important feature of the assignment as will demonstrated ability to work with international and national professional organisations and universities.

Applicants should send a detailed curriculum vitae, in English, indicating Washington, D.C. or developing country of interest for appointment location no later than Sept. 22, 1997 to: The World Bank, Staffing Centre, Room SC-076, (Post Box FIM-4457), 1918 H Street, N.W., Washington, D.C. 20033, USA. FAX (202) 477-3834. Women and developing country nationals are particularly encouraged to apply.



Appointments Advertising

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For further information please contact: Toby Finden-Crofts +44 0171 873 4027

Financial Times

The world business organisation present in 130 countries is seeking for its Paris-based International Secretariat:

Director of Finance and Administrative Services

Wide experience of financial control. Knowledge of French tax and labour legislation essential. Perfectly bilingual in English and French. International outlook. Professional background in industry or financial sector. Solid expertise in information technology (personal computers and networks). Good interpersonal skills. Ability to work well under pressure and as part of a high-level international team. All nationalities may apply.

Please send comprehensive CV, photograph and salary details in confidence to the International Chamber of Commerce - attention First Director - 38, cours Albert 1er - 75008 Paris (France) Fax: (33.1) 49 53 28 96

European Analysts

South East

Our client is the European division of a global consumer products company whose expansion in recent years has been outstanding. Annual sales world-wide are now in the region of \$14 billion. The potential for further growth, both domestically and throughout the world, has never been greater.

Against this background, the company is looking to recruit a number of top quality Business Analysts to join the European business finance team.

The task is to provide business unit managers with sound commercial analysis of existing operations, to evaluate new business opportunities and to contribute to the development and implementation of future business and financial strategies across Europe.

A graduate, you will probably be a qualified accountant, or an MBA, and will already have had several years' experience within the corporate planning or finance function of an international manufacturing business.

Excellent Package

A good communicator, orally and in writing, you will have proven analytical and financial skills, combined with the self-confidence and maturity to operate effectively at all levels of the organisation. In your career to date you will have demonstrated your ability to work equally effectively as a key member of close-knit teams, or independently with the minimum of day-to-day direction. Experience of working in a continental European location would be a distinct advantage, as would the ability to speak more than one European language. Fluency in English is essential.

This is an excellent opportunity for high-potential individuals and it offers a remuneration package to be expected of a major multinational business, together with career development opportunities across Europe.

Please reply in confidence, enclosing a full curriculum vitae and quoting reference B2016, to: Alexander Hughes Selection, 14-16 Lower Regent Street, London SW1Y 4PH.

ALEXANDER HUGHES SELECTION

A Company Member of the CPM Search International Network

A new position has been created in the investment management office, located in Bermuda, of a family owned group of companies.

NEWLY QUALIFIED

A newly qualified accountant is required to assist with the accounting and reporting for investment portfolios, and other financial reports.

The successful individual will have excellent analytical skills, and experience in preparing and presenting financial management information. The individual should also be fully competent in the use of computers, and be willing to assist in the maintenance and development of the IT systems.

He/she will be prepared to work in a small team, and be willing to undertake a wide variety of duties and additional responsibilities as, and when, necessary. Some travel may also be required.

Applications, marking "Private & Confidential", to: Personnel Manager, Andalex Investments BV, Houdgraet 5, 2514 BE Den Haag, Netherlands

GROUP FINANCE DIRECTOR

The Group, located in Stratford-on-Avon, is a fastgrowing, international property organisation which is well funded, acquisitive, and has an exciting portfolio for present and future growth.

This is a key new position at the most senior level. Responsibilities include financial strategy, controllership and information technology. The person appointed will work closely with colleagues on all strategic, commercial and operational issues and will manage the relationships with external advisors and investors. They will ensure that the Finance function is involved in all areas of the business, makes maximum use of working

capital and identifies opportunities for enhanced profitability.

Candidates should be qualified accountants with, ideally, experience of the sector. They must be strategic thinkers, creative and innovative especially in the structuring of financial packages, comfortable with an entrepreneurial management style and be genuinely committed to corporate teamwork. Experience of city financial institutions would be a major asset.

Please reply in writing, in strict confidence, and with current salary details to the Company's advisor

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IT Appointments



FIRST CHICAGO NBD

The First National Bank of Chicago

Systems Auditor

Excellent Package

First Chicago NBD, the eighth largest US Bank, is currently expanding its international activities. Following a recent promotion there is an opportunity for a high calibre IT professional to join the International Audit team based in London.

The role requires involvement in leading-edge systems development initiatives supporting the Bank's worldwide activities in treasury, derivatives and international banking. This is a highly visible and autonomous position involving limited travel to Asia and the

United States, and requiring the ability to deal with management at all levels. The department adopts a consultative, proactive approach and maintains a risk based focus.

Ideally you will be a graduate with a professional qualification. Exposure to UNIX, client server architectures and PC based applications would be beneficial. Previous banking experience is not required but ambition, enthusiasm and a willingness to learn are essential. The career prospects for the right candidate are superb.

To apply please send a full CV with details of your current package quoting reference 3764 to our advising consultant Matthew Clark at:
Parkwell Management Consultants Ltd, 8 Wilfred Street, London, SW1E 6PL
Tel: 0171-630-8000 Fax: 0171-233-5205 Email: parkwell@compuserve.com

Senior Project Managers Product & Market Development Global Capital Markets

Highly Attractive Salary + Bonus + Benefits

Our client is a major participant in the world's financial risk management markets with offices in the core financial centres of Europe, Asia and North America. Developing pioneering efficient interest rate, foreign exchange, commodity price and equity risk management strategies and techniques, they have established themselves as a leader in global risk management.

Working within the Product and Market Development team, the successful candidate will be working in a highly competitive and pressurised environment. It is a results oriented environment providing a customised service and cost efficient tools to manage risk, improve returns and implement new market strategies.

The individual will:

- Be proactive and be able to identify new strategic business opportunities in both cross product and emerging markets.
- Have the technical aptitude and project management ability to prototype, develop and deliver new financial and IT products in a competitive time frame, whilst identifying risk and its inherent downside.
- Be able to understand and distil topical strategic business and technology issues that are driving the future of the Capital Markets industry.
- Be able to translate these strategies and lead them into commercially viable projects either as part of, or managing, multi-disciplinary teams.

A good first degree (2:1+), preferably in a finance, economics, engineering, mathematical or statistical related discipline is required as a minimum. A solid understanding of the global capital markets industry, specific product knowledge in FX, securities, derivatives, emerging markets and/or commodities. A solid understanding of new technologies and the application of business modelling and spreadsheet based analysis is essential.

The ability to react quickly, deliver results and meet deadlines is essential. The individual will have presented at all levels from senior board members to junior technicians and a high standard of written work combined with excellent communication skills are a prerequisite.

For a confidential discussion please contact Edward Hunter Blair or Nigel Haworth, Tel: 0171 236 2400, Fax: 0171 236 0316 or apply in writing to Sheffield-Haworth Ltd, Prince Rupert House, 64 Queen Street, London EC4R 1AD.

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ANALYST DEVELOPER EQUITY DERIVATIVES

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As one of the world's foremost global integrated investment banks, our client has an enviable reputation for leadership in the financial product development and technological innovation. Committed to occupying a position of leadership in the move toward global systems using the very latest technologies, they recognise that this can only be achieved with the contribution of talent individuals who possess excellent business and technology skills. In order to sustain and maintain the momentum built by their successful trading performance, our client wishes to attract and develop business oriented IT professionals with drive and vision.

The Role is...

- To work very closely with sales, trading and risk professionals within the bank's equities/equity derivatives areas.
- To support trading activities by analysing requirements for (and then designing and delivering) effective front-office applications to gain business advantage.
- To operate both independently and within small teams whilst nevertheless demonstrating an organised methodical approach to systems development.
- To add value to your technical skills by utilising, or quickly gaining, an understanding of investment banking products and processes.

You will...

- Demonstrate the ability to work productively both independently and in a team environment and the communication skills to liaise effectively with business users and technology colleagues.
- Possess at least 24 months experience of systems development within a Unix (Solaris/Sybase) environment using C or C++ and show familiarity with formal methods of systems development.
- Have preferably, but not essentially, gained previous experience in an investment banking environment.
- Be regarded as an exceptionally able, proactive delivery focused IT professional with the mental ability to grasp quickly complex business processes and instruments.

If you are actively looking or merely speculating please contact our retained consultants:
Danielle Lorenz, Adam Smith or
Jonathan Leigh. Please contact us or
send through your CV.



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FINANCIAL MARKETS IT DEVELOPERS

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Hong Kong

Excellent remuneration and relocation package

Our client is the highly successful Asian Merchant Banking subsidiary of a global financial organisation. They have assembled an elite team of trading professionals and risk managers from leading US and European investment banks to create an entrepreneurial firm at the very leading edge of financial product innovation. To help sustain their dynamic business growth, they wish to attract and develop business oriented, mathematical technologists. With the drive and vision to genuinely help shape the future of this leading player within the rapidly expanding Asian timespace markets, you will have the talent, motivation and maturity to succeed in an environment where over achievement is the norm.

The role is to...
• identify, analyse, develop and deploy software applications for a proprietary trading business.
• work closely with trading, risk and financial control professionals, in many cases as the primary architect and developer.
• take ownership for the management and delivery of software that adds significant commercial benefit to our diverse derivatives business (interest rate, FX and equity).

You will...

- have strong software design and development skills with planning and scheduling competencies learnt within medium sized projects.
- possess a complete understanding of the complex mathematics which underpin modern trading systems (of particular interest are individuals with financial analysis and produce accounting skills for cash and derivatives interest rate, currency and equity products).
- be a talented C++ (on NT or Unix) or Visual Basic developer with exposure to any of the following an advantage: MS Office/Back Office development (Excel, Access, Exchange/Outlook); MS SQL Server or Sybase; real-time financial data systems (Triarch or TIB).

For further information please contact Kevin Davey, quoting reference EDEFT883, on 0171 247 7444. Alternatively, send your CV to McGregor Boyall Associates, 114 Middlesex Street, London E1 7JH. Fax: 0171 247 7475. Email: kdavey@mcgregor-boyall.co.uk or visit our web-site at www.mcgregor-boyall.co.uk

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Business & Technology Selection for Financial Markets

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Our client is one of the largest pension and life insurance companies in the Nordic region. It manages a global real estate portfolio of £1.5bn and this newly created position will contribute significantly to their future portfolio strategy. Working closely with a Director you will be central to the investment decision making process and be expected to act autonomously. Researching and analysing potential investment products, principally in Europe and Asia, you will also assist with the due diligence process for specific investment opportunities and subsequently monitor their performance.

With a good first degree in accountancy, economics or similar, you are likely to have 3 plus years gained in equity research, accountancy or economics and have developed a strong background in quantitative research. Property knowledge is not a prerequisite but you should have a first class understanding of equity investment products. You will also need some understanding of international taxation.

With highly developed analytical and quantitative skills you will be capable of working to advanced level on spreadsheets. Professional and commercially astute, you will possess exceptional written and verbal communication/presentation skills. Personal career development and training is a priority and support will be given for ILMR exams or similar. Some travel to Asia and Europe.

Interested? Apply to Linda Steel, Ideachange Limited, Human Resource Consultants, Horseshoe House, Bladlow Road, Princes Risborough, Bucks HP27 9NG or telephone her confidentially on +44 01844 275788 (office) or +44 01844 274957 (eve/weekends). E-mail: lsteel@ideachange.com

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Fund Manager - UK Equities

Major City-based asset management company

Our client, a major asset management company with a distinctive growth investment style, has a requirement for a fund manager in its UK equities team. Responsibilities will include the management of a number of portfolios and the analysis of large companies in specific market sectors.

At least 3 years' experience of covering larger UK companies is required. Experience of managing a fund would be an advantage but investment analysts who are keen to assume fund management responsibility will also be considered. In addition to possessing well developed

communication skills, candidates must be able to demonstrate a rigorous approach to analysis and the willingness to work within a disciplined, team-orientated environment.

The position offers a highly competitive remuneration package including an attractive performance related bonus plan, a friendly, professional working atmosphere and excellent career development prospects. If you would like to be considered for this opportunity, please write in confidence to:-

IMR Recruitment Consultants, No. 1 Northumberland Avenue, Trafalgar Square, London WC2N 5BW (tel. 0171 872 5447).

INVESTMENT MANAGEMENT RESOURCES



EUROPEAN SYNCHROTRON RADIATION FACILITY in Grenoble, France.

The ESRF is a research institute in Grenoble, France, funded by twelve European countries. Its main task is to produce X-ray synchrotron radiation and to support its use by scientific communities. The ESRF wishes to recruit its

DIRECTOR OF ADMINISTRATION (m/f) for a period of up to five years, beginning on 1 October 1998

The Director of Administration is charged with the organisation of the administrative work related to the operation of the institute constituted as a French "Société civile" (-FR 400 million annual budget, ~500 staff, ~9000 external users per year). This includes administrative and legal relations with external companies, institutes and the Members of the ESRF. He/she leads the Administration Division (36 posts) including Human Resources, Finance and Central/Commercial Services.

Further information on the ESRF and on the post can be found on the ESRF's website (http://www.esrf.fr/)

The successful candidate should have:

a professional qualification in economics, law or science, well-developed conceptual and organisational skills, experience in a similar post within a scientific environment, working knowledge of English and some French (any other European language would be an asset).

Individuals wishing to apply their conceptual skills, knowledge and experience in the operation of the ESRF should send their written applications by 1 October 1997 to the:

Chairman of the ESRF Council * Ref. DIRADM
BP220 * F-38043 Grenoble CEDEX 9 * FRANCE

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De formation supérieure, vous justifiez d'une expérience de 4 années minimum du financement du commerce international, acquise dans le secteur bancaire ou dans un groupe industriel. A la fois créatif et rigoureux, vous avez le sens de la négociation et disposez de grandes qualités relationnelles. Vous maîtrisez parfaitement l'anglais.

Ce poste vous ouvre de larges perspectives d'évolution au sein de notre Groupe, tant dans les secteurs financiers que commerciaux. Il est situé à Suresnes, en proche banlieue parisienne.

Merci d'adresser votre dossier de candidature (lettre manuscrite, CV et photo), sous la référence NFE/EF à Renault V.I., Recrutement des Cadres, 40 rue Pasteur, BP 302, 92156 Suresnes.

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Please reply with full CV to:

Andrew Clayton
Editor, Financial Times Television
1 Stephen Street
London W1P 1PJ

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